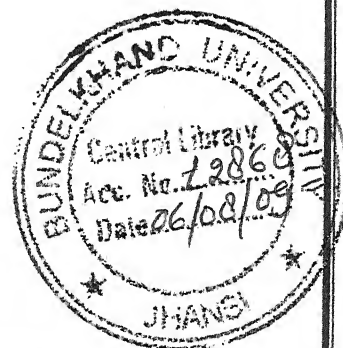


***"Employees' Motivation and Job Satisfaction in Indian Railways
With Special Reference to Jhansi Division"***



THESIS
***Submitted in Partial Fulfillment
for the Award of the Degree of***
DOCTOR OF PHILOSOPHY
IN
MANAGEMENT



***Under the Supervision
of
Prof. R. K. Saxena
Director & Head,
Deptt. of Business Administration
Bundelkhand University, Jhansi***

***Submitted By
Neha Sharma
(Lecturer)***

**DEPTT. OF BUSINESS ADMINISTRATION
BUNDELKHAND UNIVERSITY,
JHANSI (U.P.)**

2008

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Certificate

This is to certify that the material embodied in the present study entitled **"Employees' Motivation and Job Satisfaction in Indian Railways With Special Reference to Jhansi Division"** carried out by **Neha Sharma**, lecturer, Institute of Economics and Finance, Bundelkhand University, is her own original research work based on the data and facts collected by the researcher, under my supervision.

The contributions by various sources have been duly acknowledged. The thesis is worthy of consideration for the award of the degree of doctor of Philosophy in management. *She has worked for more than 200 days for Ph.D. work in the department.*

Date : 21. 03. 2008

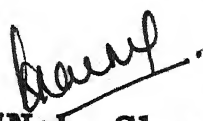
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Deptt. of Business Administration,
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Jhansi

DECLARATION

I **Neha Sharma**, a research scholar hereby declare that this research entitled ***"Employees' Motivation and Job Satisfaction in Indian Railways with Special Reference to Jhansi Division"*** A Case Study of Indian Railways Employees, is my own original work and it has not been submitted previously.

Date : 21/03/08


(Neha Sharma)
Lecturer

ACKNOWLEDGEMENT

This research work entitled, "**Motivation and Job Satisfaction of Indian Railways Employees with Special Reference to Jhansi Division**" is now being submitted in its present final form under the guidance of **Prof. R. K. Saxena. Director & Head,** Deptt. of Business Administration, Bundelkhand University, Jhansi

The credit of successful completion of my research goes to many people, who helped me at various stages of this work. It is indeed a pleasant experience to express my indebtedness to all those people who either directly or indirectly helped me in some or the other way, in completing my research work.

First of all, I bow low in deep reverence and offer my humble obeisance to the highest of the high, noblest of the noble and who is above all, supreme merciful lord for bestowing upon me benign blessing to take up this ambitious work and complete it successfully.

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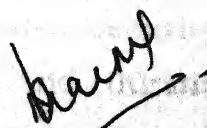
I shall be failing in my duty, if I do not offer my thanks to My Brothers **Anupam, Kamal, Rajeev & Mukesh** whose love and support always provided me encouragement and zeal which enhanced my performance.

Thanks are also due to **Mr. Shailesh Jain** for typing this research project in record time

Once again my gratitude to all who helped me in various ways.

Jhansi

Date: 21/03/08


Neha Sharma

PREFACE

"I got a bad rating because my manager does not like me".

"We are not provided with good incentives".

"My hard work is never recognized".

"I deserve that promotion and didn't' get it".

"The working hours are too long and tiring ... but work has to get completed".

If the organizations had ever heard any of the complaints from its employees (managers and subordinates) it needs to find out whether the employees in their organization are motivated and satisfied, the causes and factors of Motivation and Job Satisfaction and ways ,means and measures to increase their levels. One of the tools of providing motivation & satisfaction to employees is fair and unbiased **"PERFORMANCE APPRAISAL SYSTEM" "TIMELY RECOGNITION" "FAMILY FRIENDLY WORK PLACE", "GOOD MONETARY REWARDS"** and many more to be discussed.

Ever notice that once we've been doing things for a while, our curiosity fades? Some people loose the joy in their work. Some continue in their roles in order to maintain their comfortable salaries and secure benefits long after they have mentally quit. Others presume a job change is the only way to get back that long-lost enthusiasm .The above scenario captures the essence of the problem facing many organizations today. Motivation! While other employees might be motivated to come to work, others are not. It then becomes management's challenge to deal with employee inertia. Work motivation is a set of energetic forces that originate both within as well as beyond an individual's being, to initiate work-related behaviour, and to determine its form, direction, intensity, and duration. Motivation is very important. Without motivation even the most

talented people will not deliver to their potential. With motivation, others will perform way above the level expected of their intelligence and academic ability. A highly motivated person will work hard toward achieving performance goals. With adequate ability and understanding of the job, such a person will be highly productive.

Job satisfaction is the result of various attitudes possessed by an employee. Anyone who has ever held a job is familiar with this concept. Satisfaction depends basically upon what an individual wants from the world and what he gets. The level of satisfaction is the combination of both level of aspiration or need tension level and amount of return from the environment. Satisfaction exist when these two are in tune, and job dissatisfaction exist when the return from the environment is much less than the need level of an individual.

Motivation and Job Satisfaction is the core to organisation's existence. They are like blood of any organisation. These two can take the organisation to any limit of success and without them the organisation will take no time in losing its life. They play utmost important part in affecting organisational behaviour. Motivation and job satisfaction increases productivity, reduces employee's turnover & absenteeism and contributes towards the mental and physical health of employees as they also help in reducing stress.

Organisations that offers motivation and satisfaction obtains high production, new better ideas, and get a favourable publicity. Their goodwill increases and they can attract and retain talented people, the most important resource of any organisation.

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- Uniqueness & specialty of Indian Railway
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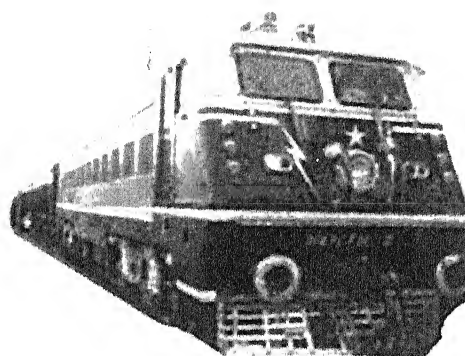
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CHAPTER – 1



Indian Railway: An Overview

- Introduction and meaning
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For functional efficiency the Indian Railways is divided into 16 zonal railways comprising 67 divisions and 6 Production Units with Railway Board on top of the overall Management Hierarchy.

Indian Railways has a monopoly on the country's rail transport. It is also one of the largest and busiest rail networks in the world, transporting just under five billion passengers and almost 350 million tonnes of freight annually. IR is the world's largest commercial or utility employer, with more than 1.6 million employees.

Indian Railways originally evolved as a commercially owned business organisation. After undergoing various transformations, it has now developed into the 2nd largest transportation network in the world under a single management. Even around the time India became independent, IR was being worked as a State railway system with business ethos at its core.

MEANING & CONCEPT

'Railway' means a railway, or any portion of a railway, for the public, carriage of passengers, animals or goods, and include-

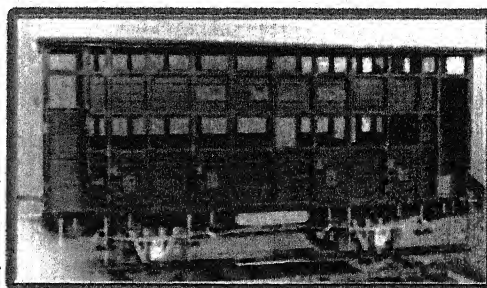
1. All land within the fences or other boundary marks indicating the limits of the land appurtenant to a Railway;
2. All lines of railway, sidings or branches worked over for the purpose of, or in connection with, a Railway;
3. All stations, offices, warehouses, wharves, workshops, manufactories, fixed plant and machinery and other works constructed for the purposes of, or in connection with, a Railway;
4. All ferries, ships, boats and crafts which are used on inland waters for the purposes of the traffic of a railway and belong to or are hired or worked authority administering the Railway.

HISTORICAL PERSPECTIVE OF INDIAN RAILWAYS

Indian Railways.... the golden Era

16th April, 1853.....The Beginning

"[The railway is] a triumph, to which, in comparison, all our victories in the East seem tame and commonplace. The opening of the



Great Indian Peninsular Railway will be remembered by the natives of India when the battlefields of Plassey, Assaye, Meanee, and Goojerat have become landmarks of history." (The Overland Telegraph and Courier, April 1853)

On April 16th, 1853, at 3:35pm when a train with 14 railway carriages and 400 guests left Bombay's Bori Bunder for Thane, with a 21-gun salute. It was hauled by three locomotives: Sindh, Sultan, and Sahib. The journey took an hour and fifteen minutes.

The first railway on Indian sub-continent ran over a stretch of 21 miles from Bombay to Thane.

The idea of railway to connect Bombay with Thane, Kalyan and with the Thal and Bhore Ghats inclines first occurred to Mr. George Clark, the Chief Engineer of the Bombay Government, during a visit to Bhandup in 1843.

The railways traverse through the length and width of the country; the routes cover a total length of 63,140 km (39,462 miles). As of 2002, IR owned a total of 216,717 wagons, 39,236 coaches and 7,739 locomotives and ran a total of 14,444 trains daily, including about 8,702 passenger trains.

Today the Indian Railways transports 5 billion passengers each year which is just one billion short of the entire world population.

Railways were first introduced to India in 1853. By 1947, the year of India's independence, there were forty-two rail systems. In 1951 the systems were nationalized as one unit, becoming one of the largest networks in the world. Indian Railways operates both long distance and suburban History of rail transport in India

A plan for a rail system in India was first put forward in 1832, but no further steps were taken for more than a decade. In 1844, the Governor-General of India Lord Hardinge allowed private entrepreneurs to set up a rail system in India. Two new railway companies were created and the East India Company was asked to assist them. Interest from investors in the UK led to the rapid creation of a rail system over the next few years. The first train in India became operational on 1851-12-22, and was used for the hauling of construction material in Roorkee. A year and a half later, on 1853-04-16, the first passenger train service was inaugurated between Bori Bunder, Bombay and Thana. Covering a distance of 34 km (21 miles), it was hauled by three locomotives, Sahib, Sindh and Sultan. This was the formal birth of railways in India.

The British government encouraged new railway companies backed by private investors under a scheme that would guarantee an annual return of five percent during the initial years of operation. Once established, the company would be transferred to the government, with the original company retaining operational control. The route mileage of this network was about 14,500 km (9,000 miles) by 1880, mostly radiating inward from the three major port cities of Bombay, Madras and Calcutta. By 1895, India had started building its own locomotives, and in 1896 sent engineers and locomotives to help build the Uganda Railway.

Soon various independent kingdoms built their own rail systems and the network spread to the regions that became the modern-day states of Assam, Rajasthan and Andhra Pradesh. A Railway Board was constituted in 1901, but decision-making power was retained by the Viceroy, Lord Curzon. The Railway Board operated under aegis of the Department of Commerce and Industry and had three members: a government railway official serving as chairman, a railway manager from England and an agent of one of the company railways. For the first time in its history, the Railways began to make a tidy profit. In 1907, almost all the rail companies were taken over by the government.

The following year, the first electric locomotive appeared. With the arrival of the First World War, the railways were used to meet the needs of the British outside India. By the end of the First World War, the railways had suffered immensely and were in a poor state. The government took over the management of the Railways and removed the link between the financing of the Railways and other governmental revenues in 1920, a practice that continues to date with a separate railway budget.

The Second World War severely crippled the railways as trains were diverted to the Middle East, and the railway workshops were converted into munitions workshops. Having passed through various phases since its introduction on April 16, 1853, railways in India entered a new era in 1947 when the country attained Independence. The country inherited a shattered railway system which had become the brunt of the Depression of the 1930s and the on slaught of World War II which, though it filled the railway coffers due to the demand for its services, left a major part of its assets obsolete, overused and requiring replacement. Further, the partition of the country had led to division of assets and manpower and dislocated the railway services. Nearly 83,000 railway workers opted to serve in Pakistan while 126,000 stayed on in India. The

division led to the problem of fitting them into their proper places. After Partition, nearly 53,500 route kilometers remained in India.

In the wake of Partition, the railways transport a large number of passengers from India to Pakistan and vice versa- During the first month after Independence, despite great operational and other handicaps, it transported nearly 7,00,000 migrants and another 40,00,000 migrants during the following Year. This feat has no parallel in the annals of world railways. After partition, the pattern and direction of rail traffic underwent a sea change, particularly in northern, western and northeastern parts had no link to with the rest of the country. The Assam Railway in the northeastern parts had no link with the rest of the country. Work on the 227 kilometer long Assam Rail line project was started in January 1948 and the line was completed and formally inaugurated on January 26, 1950.

The loss of the port of Karachi and Lahore, an important centre of trade, jeopardized the traffic from Jammu and Kashmir through Pathankot which had to be diverted to Bombay via Delhi. It necessitated immediate construction of Pathankot - Mukerian railway line to connect Pathankot with Delhi. The work on the 44 km long Pathankot - Mukerian line began in November 1949 and it was formally opened to traffic on April 7, 1952.

The diversion of traffic put severe pressure on the Delhi-Bombay route and also on the port of Bombay. It necessitated the development of another port on the west coast of the country and the obvious choice was Kandla in the Kutch region. Work on the meter gauge line connecting Kandla and Deesa started in January 1950 and the 274 km long line was opened to traffic in October 1952. At the time of independence in 1947, a large portion of the railways went to the then newly formed Pakistan. A total of forty-two separate railway systems, including thirty-two lines owned by the former Indian princely states, were amalgamated as a single unit which was christened as the *Indian Railways*.

The existing rail networks were abandoned in favour of zones in 1951 and a total of six zones came into being in 1952. As the economy of India improved, almost all railway production units were indigenized. By 1985, steam locomotives were phased out in favour of diesel and electric locomotives. The entire railway reservation system was streamlined with computerization in 1995.

HISTORY OF INDIAN RAILWAYS - AT A GLANCE

- Tramways were used for the carriage of coal & other minerals in U.K. during 16th Century.
- George Stephenson developed 1st steam locomotive for the traction of Railway in 1814.
- The first Public Railways in the world was opened to traffic on 27th September 1825' between Stockton and Darlington - in U.K.
- Indian Railways is first in Asia and 4th in the world.
- In India the first train steamed off from Mumbai to Thane on 16th April, 1853.
- The Indian Railway act was enforced in 1890.
- The Railway Board was established in 1905.
- The Railway budget was separated from General budget in 1924.
- The first steam locomotive was manufactured by Chittranjan Locomotive Works (CLW) in 1950.
- The Integral Coach Factory was set up in 1956 at Parampur.
- The first Electric Locomotive "LOKMANYA" was manufactured by CLW in 1961.
- The first electric train made its Journey between Mumbai and Pune in 1962.
- In early sixties the then Railway Minister Lal Bahadur Shastri was the first Railway Minister who, submitted his resignation following a fatal accident.
- Diesel Locomotive Works, Varanasi started its production in 1964.
- Indian Railways started running of Rajdhani Express trains in 1969.
- The first double decker train "Vrindaban Express" ran between and Banglore in 1980.
- The biggest train accident took place between Badla Ghat and Ghamara Railway Station in Bihar state in June 1981 when a train fallen in a river during cyclone causing death of more than 800 people.
- Palace on Wheel came into existence in 1982.
- The Metro train at Calcutta came into existence on 24th October, 1984.

- Indian Railways started running of Shatabdi Express train in 1988.
- Computer Reservation on Indian railway started in 1988
- Metro trains at Delhi came into existence from 25th Dec 2002.
- Fastest train in India is Delhi - Bhopal Shatabdi Express running at 150 kmph.
- Longest Railway Platform in India is at Kharagpur.
- "Himsagar Express" is the "Longest Train" in India.
- Longest Rail Tunnel in India is between Monkey Hill and Khandala Station near Lonavala (Pune).
- Mugalsarai is the biggest "Railway yard" in India.
- "Rail Transport Museum" of India is situated at New Delhi.
- Longest "Railway Bridge" is situated at Dehri-on-sone on Son river (Bihar).
- Kanya Kumari to Jammu Tavi is the longest Railway Route in India.
- Indian Railways run about 12,700 trains per day.
- There are 11,300 Railway Bridges over India Railways.
- Total number of locomotives on Indian Railways are 8,417.
- Total number of passenger coaches on Indian Railways are 38,000.
- Total number of wagons on Indian Railways are 3.47 lacs.
- There are 16 zones on Indian Railways.
- Total number of divisions on Indian Railways are 67.
- There are 45 workshops on Indian Railways.
- There are 19 Railway Recruitment Boards on IR for the recruitment of Railway employees.
- About 1 crore 30 lacs passengers travel per day on I R.
- Around 14 lacs tonnes of freight traffic is carried per day on IR.

PROFILE OF INDIAN RAILWAYS



Indian Railways is one of the largest Railways in the world. Introduced in 1853 the Railway net work in India spread, expanded rapidly, and has become the principal mode of transport in the country. It has also absorbed advances in railway technology in tune with the requirement of moving large volumes of passenger and freight traffic. Indian Railways consists of an extensive net work spread over 109,221 Km. covering 6906 stations. Operating on three gauges - broad gauge (1676 mm)-meter gauge (1000 mm) and narrow gauge (762 and 610 mm), trains in India carry about 17.7 million passengers and 1.49 million tonnes of freight every day. Broad gauge although forming 72 % of the route, generated 98.5% of freight output and 90.5% of the passenger output during 2002-03. Almost all the double/multiple track sections and electrified routes lie on broad gauge 16272 route kms, constituting over 26 % of the total network and 35% of broad gauge network on Indian Railways is electrified. Indian Railways has nearly 1,19,984 bridges of which 9792 are major bridges. In 2002-03, 1151 bridges were rebuilt /rehabilitated. The transport effort is sustained through the use of 7681 locomotives, 214760 wagons and 44756 coaching vehicles.

Network of railways can be presented in the tabular form as below:

Gauge	Route Km.	Running Track Km.	Total Track Km.
Broad	45622	64461	87889
Metre	14364	14859	17848
Narrow	3136	3172	3484
Total	63122	82492	109221

Over two lakh thirty thousand telephone exchange line, 6809 long haul MW kms., 9138 optical fiber communication route kms and over 1686 trunk tele channels kms distinguishes Indian Railways telecom network. Indian Railways system will develop a capacity to carry 624 million tonnes of originating revenue earning traffic which in terms of transport output is 424 BTKMS, during the final year of the X plan

Commodity wise toning of revenue traffic in the recent past can be summarized as further. the tonnage of coal has been 235.85, raw material to steel plants is 40.99, pig iron and finished steel from steel plants is 13.63, iron ore from export has been around 16.66, cement is 46.25, 45.60 for food grains, tonnage of fertilizers (chemical manure) is 26.46, pol (mineral oil) is 34.05 and balance other goods has been 59.25. And hence **total revenue earning traffic is 518.**

Recently, the revenue earning freight traffic moved by Railways was 518.7 million tonnes. The total passenger traffic in the year was 5048.2 million originating passengers.

INDIAN RAILWAYS-UNIQUENESS & SPECIALTY

Uniqueness of its character continued to exist even after independence, even though it was constituted as a separate ministry and, therefore, was considered as another wing of the Government of India. Even though it is now a part of the Government, Indian Railways have been pursuing a business-oriented approach which has become more professional in the last decade, particularly in the last 2 to 3 years. It is in pursuance of this objective that the IR are exempt from the purview of CPWD, DGS&D, Ministry of Personnel, etc., while remaining largely within the government framework. This situation requires officers and staff of IR to perform their functions on a real-time basis, just like a large private transportation company, involving running & asset management of a fleet of more than 7000 locos, over 2 lakh wagons & over 35000 coaches round the clock, 7 days a week and thus managing over Rs. 56,000 crores worth of assets. Further, to achieve self sufficiency, IR has extremely well managed production units e.g. Diesel Locomotive Works & Chitranjan Locomotive Works for manufacture of Diesel & Electric locomotives, Diesel loco modernization works for manufacture of Diesel loco components and for Rebuilding/up gradation of locomotives, Integral coach factory & Rail coach factory for manufacture of coaches and Rail wheel plant for manufacture of wheels & axles. Keeping in view the high

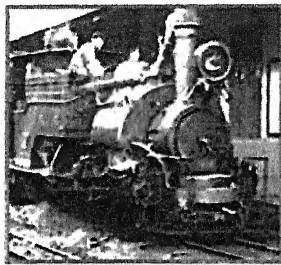
growth rate of GDP and also in rail traffic, to match the production capacity with future requirement of rolling stock, IR is setting up another 4 production units for wheels & axles, passenger coaches and locomotives. Further, there is a full fledged research and design wing of IR i.e. RDSO engaged in applied research and providing support to field units to ensure optimal utilization of assets through continual enhancement in reliability and productivity.

Besides being developed into the 2nd largest transportation network in the world under a single management and having a work force of nearly 1.5 million Indian railways is one of the biggest employers in the world. Railways are subject to legislations such as Industrial Disputes Act, Hours of Employment Regulations, Workmen Compensation Act etc., which are in the truest sense totally business oriented and applicable essentially to the corporate sector. It is therefore, not difficult to imagine that, while railway men have been considered to be apart of the bureaucracy, the very nature of their functioning is that of managers working in a business environment and therefore, very different from the normal government servants.

The discipline required to run IR is akin to the organised defense forces, even though the uniform does not exist. The working culture is a mix of discipline of uniformed force and a civilian character. It is essentially a process where a modern manager is running a transportation business for the country, ensuring supply of coal to power houses, movement of oil and lubricants, food grain, fertilizers, steel, cemented, besides moving teeming millions in suburban centres for business, production and manufacturing activities, and transportation of materials such as iron ore, engineering and electronic goods, etc. It is also the most essential life-line for transportation during strategic movements involving security of the country. All these require the best managerial skills to be fine tuned to such an extent that the country does not suffer as, otherwise, it can create a chaotic situation in any corner of the country. Strategic importance gains significance particularly in the North and Northeastern sectors, where railways are the main transportation mode for supplies due to the inadequate availability of road network.

Besides coping with natural calamities such as floods, famines, which the country often faces, as also strikes and other disruptive activities, IR is expected to provide continuous transport with minimum disruptions. This creates a challenging situation requiring a very high level of managerial skill.

NOTABLE TRAINS AND ACHIEVEMENTS



The Darjeeling Himalayan Railway is a World Heritage Site, and one of the few steam engines in operation in India. The Darjeeling Himalayan Railway, climbs on tracks only two feet [610 mm] apart, at a gradient of 1 in 22.5, to Ghoom, India's highest station, 7,408 feet [2,258 m] above sea level. The track has three spiral loops and six reversing zigzags. The most famous section, the Batasia loop, tempts passengers to jump out of the train, scramble up the grassy slopes, and board the train after it takes the curve. The exciting journey is climaxed with a view of Kanchenjunga, the third-highest mountain in the world. In 1999 this railway, a narrow gauge train with a steam locomotive, was given World *Heritage status by UNESCO*, making its future more secure. The route started earlier at *Siliguri* and now at *New Jalpaiguri* in the plains in *West Bengal* and traverses *tea* gardens en route to *Darjeeling*, a *hill station* at an elevation of 2,134 metres (7,000 ft). The *Nilgiri Mountain Railway*, in the *Nilgiri Hills* in southern India, is also classified as a World Heritage Site by UNESCO. It is also the only *rack railway* in India. The *Chatrapati Shivaji Terminus* (formerly *Victoria Terminus*) railway station in *Mumbai* is another World Heritage Site operated by Indian Railways.



A Beyer Garrett 6594 Engine seen at the *National Rail Museum*

The *Palace on Wheels* is a specially designed train, lugged by a steam engine, for promoting tourism in Rajasthan. The Maharashtra government did try and introduce the *Deccan Odyssey* along the *Konkan* route, but it did not enjoy the same success as the *Palace on Wheels*. The *Samjhauta Express* was a train that ran between India and Pakistan. However, hostilities between the two nations in 2001 saw the line being closed. It was reopened when the hostilities subsided in 2004. Another train connecting *Khokhrapar* (Pakistan) and *Munabao* (India) is the *Thar Express* that restarted operations on February 18, 2006; it was closed down after the *1965 Indo-Pak war*. The *Kalka Shimla Railway* till recently featured in the *Guinness Book of World Records* for offering the steepest rise in altitude in the space of 96 kilometres.

The *Lifeline Express* is a special train popularly known as the "Hospital-on-Wheels" which provides healthcare to the rural areas. This train has a compartment that serves as an operating room, a second one which serves as

a storeroom and an additional two that serve as a patient ward. The train travels around the country, staying at a location for about two months before moving elsewhere.

Among the famous locomotives, the *Fairy Queen* is the oldest running locomotive in the world today, though the distinction of the oldest surviving locomotive belongs to *John Bull*. *Kharagpur* railway station also has the distinction of being the world's longest railway platform at 1072 m (3,517 ft). To escape the heat, the British colonists loved to go to the mountains. The prospect of getting there faster prompted the building of the mountain railways with their "*toy trains*." Trips then became faster—that is, compared with going by horseback or being carried in a palanquin. For example, the "toy train" in south India takes its passengers into the Nilgiri Hills, or Blue Mountains. It averages 6.5 miles [10.4 km] per hour and is perhaps the slowest train in India. But what a journey this is, through the tea and coffee estates of the mountains up to *Coonoor at 5,617 feet [1,712 m]* Built in the late 19th century, the track rises at a gradient of 1 in 12 and has 208 *curves* and 13 *tunnels*. It employs the Abt pinion-rack system. Rack bars like teeth act as a ladder that the engine climbs on, pushing the train from the back. This track is among the oldest and steepest in the world using rack and adhesion technology.

The Ghum station along the Darjeeling *Toy Train* route is the second highest railway station in the world to be reached by a steam locomotive. Indian Railways operates 7,566 locomotives; 37,840 Coaching vehicles and 222,147 freight wagons. There are a total of 6,853 stations; 300 yards; 2,300 goods-sheds; 700 repair shops and a total workforce of 1.54 million. To reach Simla, which was India's 7,100-foot-high [2,200 m] summer capital under British rule, the train goes through 102 *tunnels*, *crosses 869 bridges*, and *rounds 919 curves in a stretch of just 60 miles [95 km]* One can see magnificent scenery through large windows and a transparent fiberglass roof. Yes, the "toy trains" are a real delight. Since the fares have been kept quite low, however, the mountain railways are unfortunately running at a loss. Railway buffs hope that a solution can be found to save these exhilarating trains.

The shortest named station is *Ib* and the longest is *Sri Venkatanarasimharajuvaripeta*. The *Himsagar Express*, between *Kanyakumari* and *Jammu Tawi*, has the longest run in terms of distance and time on Indian Railways network. It covers 3,745 km (2,327 miles) in about 74 hours and 55 minutes. The *Trivandrum Rajdhani*, between Delhi's Nizamuddin Station and

Trivandrum, travels non-stop between *Vadodara* and *Kota*, covering a distance of 528 km (328 miles) in about 6.5 hours, and has the longest continuous run on Indian Railways today. The *Bhopal Shatabdi Express* is the fastest train in India today having a maximum speed of 140 km/h (87 mph) on the *Faridabad*-Agra section. The fastest speed attained by any train is 184 km/h (114 mph) in 2000 during test runs. This speed is much lower than fast trains in other parts of the world. One reason attributed for this difference is that the tracks are not suited for higher speeds.

The Konkan Railway—A Modern Marvel: The Konkan is a strip of land, about 47 miles [75 km] at its widest, on the west coast of India, between the Arabian Sea and the Sahyadri mountain range. Extending south from Mumbai, India's commercial center, to the major port of Mangalore, the Konkan has much to offer in trade. For centuries the coastal ports handled this trade, within India and with other countries. But sea travel was hazardous—especially during the monsoon season, when rivers were also not navigable—and road and rail routes went way inland to circumvent many natural obstacles. The people of the region longed for direct land access down the coast to transport goods, especially perishables, quickly to big markets. What was the solution?

The Konkan Railway was the biggest railway project in the subcontinent in the 20th century. What was involved? Building 472 miles [760 km] of track with embankments up to 82 feet [25 m] high and cuttings 92 feet [28 m] deep. Constructing more than 2,000 bridges, including the 210-foot-high [64 m] Panval Nadi viaduct, the tallest in Asia, which spans a 1,640-foot-wide [500 m] valley, and the 1.3-mile-long [2.065 km] Sharavati River bridge. Penetrating the mountain ranges to give the track an alignment that was as straight as possible by excavating 92 tunnels, 6 of them being more than two miles [3.2 km] long. In fact, India's longest tunnel to date is one of these, the four-mile-long [6.5 km] Karbude tunnel.

The problems were immense—torrential rains, landslides, and mudslides, as well as tunneling through solid rock and, even more difficult, lithomargic soft soil, described as being like toothpaste. All these natural obstacles had to be overcome by engineering skill and technology. Centrifugal- and jet-fan ventilation in the tunnels, along with other safety features, were in themselves massive undertakings. Land had to be acquired from more than 42,000 different landowners, a colossal legal exercise.

However, on January 26, 1998, after a construction time of just seven years—a record for such a huge project—the first train on the Konkan Railway was flagged off. The journey from Mumbai to Mangalore was 700 miles [1,127 km] shorter than the former circuitous route, and travel time was reduced by 26 hours. The Konkan Railway opened up to train travelers new vistas of magnificent scenery, to tourists exciting new places to explore, and to millions of people an improved economy.

The Long Haul: It has been said that the advent of the railway in India marked "the end of one era and the beginning of another" and that "the railway sewed India together as no other integration scheme has managed to do since." How true! If you wish, you can board a train in Jammu, in the foothills of the Himalayas, and get off at Kanyakumari, India's southernmost point, where the Arabian Sea, the Indian Ocean, and the Bay of Bengal meet. You will have traveled 2,344 miles [3,751 km] through 12 states and spent about 66 hours on the train. You will have had the opportunity to get acquainted with friendly, talkative people of many cultures and will have seen quite a lot of this fascinating country.

EMERGENCE OF THE RAILWAY ZONES

In 1984, the Railway Reform Committee had proposed the creation of four new zones to cope with the growth of freight traffic across the country and to rationalize the traffic handling of IR. This proposal went nowhere. In the 1990s IR had been considering setting up more zones, ostensibly to improve administrative and operational efficiency. However, the final proposals which came out for new zones appear to have been motivated by politics as much as technical considerations of efficiency.

Six zones (East Coast Rly., East Central Rly., North Central Rly., North Western Rly., South Western Rly., and West Central Rly.) were proposed and approved in principle in July 1996 during the tenure of Ram Vilas Paswan as Railway Minister. Raipur was proposed as the headquarters of the East Coast Railway, but eventually Bhubaneswar was settled upon.

The South West Railway was originally to have been based at Bangalore, but later it was decided to make Hubli its headquarters (this involved a fair amount of agitation and political action in Hubli as well). The South East Central Rly. headquartered at Bilaspur was proposed in 1998 and approved in principle by the government in 1999.

Until mid-2002 not much had been done for these new zones yet beyond some contracts for office space and the appointment of some officers. In fact, in May 2000 the government had cancelled these staff appointments and there was talk of disbanding whatever little administrative structure had been put in place for these new zones. In March 2002, the South Western Zone was 'inaugurated' with some publicity, although there was no office space for the zone at Hubli; some staff at Bangalore were assigned to the new zone with, apparently, little to do.

Nothing really definitive was done about these new zones until June 2002, when the Railway Ministry announced that official notifications had been issued for the creation of two new zones: East Central and North Western. Some operational and administrative work for these officially began in October 2002. In July 2002, five more zones were officially created: East Coast, North Central, South Western, West Central, and South East Central.

These new zones have now come into effect and have begun functioning in earnest. The East Central and North Western zones have been reorganized somewhat again, as indicated below.

From late 2002, there have been reports of wagons and coaches being spotted with new zonal markings for several of the new zones. *Train numbers* still follow the old scheme with the numeric identifiers for the 9 older zones.

The nine older railway zones are:

- Northern Railway (NR)
- North Eastern Railway (NER)
- Northeast Frontier Railway (NFR, sometimes NEFR)
- Western Railway (WR)
- Southern Railway (SR)
- South Central Railway (SCR)
- South Eastern Railway (SER)
- Eastern Railway (ER)
- Central Railway (CR)

The 7 new zones are:

- South Western Railway (SWR)
- North Western Railway (NWR)
- West Central Railway (WCR)
- North Central Railway (NCR)
- South East Central Railway (SECR)
- East Coast Railway (ECoR)
- East Central Railway (ECR)

Zone	Headquarters	Divisions
New zones that started in April 2003		
East Coast Railway	Bhubaneswar	Khurda Road, Waltair, and Sambalpur divisions of SER
South Western Railway	Hubli	Bangalore and Mysore divisions of SR, reorganized Hubli division of SCR, including Hospet-Toranagal. (Earlier constituted to have Guntakal division of SCR as well.)
West Central Railway	Jabalpur	Jabalpur and Bhopal divisions of CR, reorganized Kota division of WR
North Central Railway	Allahabad	Reorganized divisions: Allahabad of NR, Jhansi of CR, and new Agra division
South East Central Railway	Bilaspur	Nagpur division and reorganized Bilaspur division of SER, new Raipur division
New zones that were created in 2002		
North Western Railway	Jaipur	Jodhpur division and reorganized Bikaner division of NR, reorganized Jaipur and Ajmer divisions of WR
East Central Railway	Hajipur	Sonpur and Samastipur divisions of NER, Danapur, Mughalsarai, and Dhanbad divisions of ER. (Was earlier constituted to have Katihar division of NFR as well.)
Old zones as they are after April 2003		
Western Railway	Mumbai	Bhavnagar and Mumbai divisions, reorganized Ratlam, Rajkot and Vadodara divisions, new Ahmedabad division
Central Railway	Mumbai	Bhusawal and Nagpur divisions, reorganized Mumbai CST and Solapur divisions, new Pune division (including Pune-Kolhapur)
Eastern Railway	Kolkata	Howrah, Malda, Sealdah, and Asansol divisions
Southern Railway	Chennai	Chennai, Palghat, Tiruchirapalli, Thiruvananthapuram, and Madurai divisions (a Salem division has been proposed [7/06])
Northern Railway	Delhi	Ferozpur, Ambala, Lucknow and Moradabad divisions, reorganized Delhi division
North Eastern Railway	Gorakhpur	Lucknow and Varanasi divisions, reorganized Izzatnagar division
South Central Railway	Secunderabad	Reorganized Secunderabad, Hyderabad, Guntakal (including Bellary-Guntakal (MG) and Bellary-Rayadurg), and Vijayawada divisions, new Guntur and Nanded divisions.
South Eastern Railway	Kolkata	Kharagpur division, reorganized Adra and Chakradharpur divisions, new Ranchi division
Northeast Frontier Railway	Guwahati	Katihar, Lumding, Tinsukia divisions, reorganized Alipurduar division, new Rangiya division

PROJECTIONS IN THE NEW MILLENNIUM

2000

- February: Indian Railways' web site deployed.
- Feb: 10 YDM-4's are reconditioned at Golden Rock and sent to Myanmar.
- Feb. 24: CLW begins manufacturing ABB's 6FXA 7059 3-phase traction motors.
- Feb: New lightweight passenger coaches supplied by Alstom LHB.
- May 10: First WAP-7 locomotive, 'Navkiran', from CLW.
- May 17: First indigenous WAP-5 (named 'Navodit') from CLW.
- May: Diesel-hauling of DHR train inaugurated.
- Bankura-Midnapore section electrified and MEMU services begin (June 30). MEMU services also begin on Arakkonam-Jolarpettai section (May 22).
- June 30: First WAG-9H loco, 'Navshakti', #31030, from CLW.
- Steam: Ooty 'X' class loco rebuilt and successfully steamed and run on trials (February). WP 7161 steamed for filming a motion picture, at Bombay; WP 7015 steamed, takes short train around New Delhi before returning to NRM (February). Steam-hauled train from Dehradun to Harrawala to commemorate the centenary of the Doon Railway (May).
- CONCOR starts dedicated container services: Shalimar - Chennai, Shalimar - Hyderabad, Cossipore - New Delhi.
- All-women 'Tejaswini' squads of ticket-checkers and police officers introduced for Mumbai suburban services.
- July 23: Trichur-Ernakulam section electrified.
- Oct. 30: Villupuram-Trichy linked by optical fibre telecom link.
- Nov. 22: New BG line between Penukonda and Puttaparthi.
- Successful trials with high-speed (100km/h) running of BOXN wagon rakes on the Gomoh-Mughalsarai section.
- New bridge over Ganga at Balawali (Saharanpur-Moradabad section).
- [Disaster] July 1: Howrah-Amritsar Express rams into an empty rake of the Saharanpur-Ambala Passenger between Ambala Cantt. and Ambala City after the latter stopped following a power failure. Two persons were killed. Signal and interlocking problems were cited as the reasons.
- [Disaster] Dec. 2: Howrah-Amritsar Mail collides with a derailed goods train between Sarai Banjara and Sadhugarh in Punjab. 46 are killed, 130 or so injured.

2001

- Jan 21: Freight services between India and Bangladesh officially resumed after a gap of 25 years, on the Petrapole-Benapole BG link.
- Following successful trials of the new Alstom LHB coaches at 160km/h, IR announces they will be used on the Delhi-Lucknow route (Swarna Shatabdi) (max. speed restricted to 140km/h).
- Feb. 12: Second WAP-7 loco, 'Navbharati', #30202, commissioned.

- April: DLW delivers 10 BG locomotives (WDM-2 variants) to Bangladesh, and (later) 2 WDM-2 (? reported as 2300hp locos by IR) units to Sri Lanka.
- May 17: In trials, a single WAG-9 hauls a 4700t rake of 58 BOXN-HA wagons at speeds up to 100km/h on the Sonenagar-Mughalsarai section.
- MAWD 1798 steamed after restoration; first run is Guwahati-Pandu.
- Converted AC-DC EMU rake with Alstom electricals used in trials on Borivli-Dahanu section, and then [June 12] AC-DC EMU service is officially inaugurated on the Churchgate-Dahanu section.
- Four GM GT46PAC locos, classed WDP-4, arrive at Hubli.
- DLW begins indigenous production of WDG-4 locos.
- IRCON bags a contract for track doubling and electrification of the Ipoh - Padang Besar line in Malaysia.
- July 12: The Maitry Express begins passenger service between Bangladesh and India.
- August: The Rakesh Mohan Committee submits its report, recommending splitting IR into an operations body and a regulatory body, rationalization of fares, closure of unprofitable lines, a corporate approach to finances, manpower reductions, and an aim of privatization after 15 years.
- December: All rail traffic between India and Pakistan is suspended following rising tensions between the countries (the Samjhauta Express is also cancelled as part of this).
- A 2300hp Cape gauge diesel locomotive is manufactured by DLW for KTM Malaysian Railways.
- Pendekallu-Gooty branch line opened.
- IVRS ('Interactive Voice Response System') for telephonic enquiries about trains introduced in some stations.
- [Disaster] June 22: Several coaches of the Mangalore-Chennai Mail fall into the Kadalundi river when the bridge at Parappanangadi near Kozhikode, at the time over a hundred years old, collapses. 64 persons die.

2002

- Feb. 27: At least 59 persons are killed when a mainly Muslim mob sets fire to a coach carrying mostly Hindu activists in the Sabarmati Express at Godhra.
- March 15: Indian Rail Archives inaugurated at the NRM.
- March: South-Western Railway zone 'inaugurated' (but official notification of the new zone occurs in July, see below).
- Jan Shatabdi trains come into service.
- March 14: IR revamps *classification codes* for diesel locos.
- April 9: First locally built WDG-4 locomotive (GM EMD GT46MAC) commissioned.
- April 10: WR's air-conditioned EMU coaches have trial run between Churchgate and Dadar.
- April 16: Various celebrations on the occasion of IR's 150th year, including steam runs with WP's at Mumbai.
- May 15: Rewari steam shed re-commissioned.

- July 21: Upgraded WAP-7 trial successful.
- June 4: At least 30 persons travelling in a bus are killed as it is rammed by the Kanpur-Kasganj Exp. after the bus driver forces the bus through the closed safety gate of a level crossing.
- June 14: Orders passed for creation of two new railway zones: East Central and North Western.
- July 6: Orders passed for creation of five new railway zones East Coast, South Western, South East Central, North Central, and West Central.
- July 26: The first rake for the Delhi Metro is manufactured by Rotem, South Korea.
- Aug. 3: IR begins online train reservations and ticketing over the Internet.
- Sep. 17: First trial run of the *Delhi Metro*.
- Sep. 20: Six coaches of the Kolkata-bound Teesta-Torsha Exp. derail near Mahipal station but fortunately no-one is killed or seriously injured.
- Dec. 1: Internet ticket booking extended to more cities.
- Dec. 14: Narrow gauge railway museum inaugurated at Nagpur.
- Dec. 25: *Delhi Metro* opens for commercial operation.
- Dec. 29: Konkan Railway conducts a trial run of the Madgaon-Roha Express at 150km/h (briefly touching 165km/h at times) using a WDP-4 loco. Also in December (*confirmation needed*) NR is said to have run trials with a WDP-4 hauling a train at up to 180km/h on the Ghaziabad-Tundla section.
- Dec. 31: First trial run of a train run on 5% biodiesel blended fuel (Amritsar Shatabdi).
- [Disaster] May 12: Thirteen coaches of the New Delhi - Patna Shramjeevi Exp. derail near Jaunpur (between Kheta Sarai and Mehrawan) while traversing a bridge, killing at least 12 passengers.
- [Disaster] June 4: Thirty-four persons killed when the Kasganj Exp. crashes into a bus at a level crossing.
- [Disaster] Sep. 9: New Delhi-bound Howrah Rajdhani derails at 130km/h on a bridge near Rafiganj in Bihar. One coach plunges into the Dhavi river, others are left suspended from the bridge. 130 are killed. Sabotage is floated as a theory, but the official inquiry also brings to light engineering problems.
- [Disaster] Dec. 21: At least 20 persons die after the Kacheguda/Hyderabad-Bangalore Exp. derails at 90km/h near Ramliangayapalli in Kurnool district (AP). 7 coaches overturn in the derailment.

2003

- Jan. 3: The Secunderabad-Manmad Exp. runs through danger signals and rams into a stationary freight train at Parli (300km west of Hyderabad), killing 14.
- DLW gets another order for YDM-4 locos from Vietnam (10 units).
- March: Trials conducted in the Delhi - Sarai Rohilla section for a new MG DEMU manufactured by RCF.
- April: The 7 new railway zones begin functioning.

- April 26: First indigenously built WDP-4 (#20011) inaugurated at DLW.
- August 9: Hyderabad/Secunderabad 'MMTS' train services begin with 13 Lingampally-Hyderabad services and 11 Lingampally-Secunderabad services each day.
- August 20: The first indigenously manufactured 4-coach rake from BEML for the Delhi Metro is commissioned.
- [Disaster] Jan 3: Kacheguda-Manmad Express rams into a stationary train near Ghatnandur (Maharashtra), killing 20 persons. The driver of the express and six other officials are suspended following a report citing human error.
- [Disaster] May 15: At least 38 passengers die when fire breaks out in three coaches of the Amritsar-bound Golden Temple Mail (Frontier Mail) near Ladhawal station (near Ludhiana). A kerosene stove used in a coach by some passengers is said to be the cause.
- The *Presidential Saloon* is used after a gap of 26 years.
- [Disaster] June 22: An Ahmedabad/Mumbai-bound special train from Karwar derails after hitting boulders and debris from a landslide on the tracks just after Vaibhavwadi station, Ratnagiri region. 53 passengers are killed in what is KR's first fatal accident. KR is blamed by some for not having studied the stability of the landforms in the area adequately as well as for not patrolling the area thoroughly in the monsoon season.
- [Disaster] July 2: 21 passengers of the Hyderabad-bound Golconda Exp. and several road travellers die when the train derails (locomotive and two coaches) just outside Warangal station, with the locomotive falling off the bridge and on to a road below. Brake failure coupled with overspeeding are cited as the cause.
- [Disaster] Oct. 23: Seven die as five coaches of the Bangalore-bound Mysore-Bangalore push-pull train derail near Mysore. Faulty wheel discs from the Durgapur steel plant are said to be the cause.
- Golden Rock's new oil-fired 'B' class loco(s) for the Darjeeling Himalayan Railway built and ready for trials.
- Nov. 10 : Centenary celebrations of the Kalka-Shimla Railway.
- Dec. 15 : Mumbai Rajdhani starts running with the new LHB coaches.
- Dec. 13-21 : Trials with weak field arrangement for MEMUs on the Tundla-Kanpur section of NCR. With a 'dense crush load' and stopping at all stations, a 4-car MEMU rake could decrease its total running time by 7% with a max. speed of 90km/h and 10% with a max. speed of 100km/h on the 228km section, because of the improved acceleration.

2004

- January: The Railway Board is expanded by the introduction of two new Member posts, for Signalling & Telecom and for Stores.
- Jan. 15: Samjhauta Express resumes running between India (Attari) and Pakistan (Lahore) twice a week. The rail link agreement of Jan. 2001 is extended through Jan. 2007.
- Jan. 23: BEML begins manufacture of Delhi Metro coaches.

- Jan 26: Second phase of Chennai MRTS, connecting Luz and Tiruvanmiyur, begins operations.
- May: Nine YDM-4 locos (ex-Sabarmati) are sold and sent to Togo Rail SA (Chemins de fer Togolais) (West Africa).
- June 30: SCR operates last MG train on the Nizamabad-Manoharabad line, bringing to an end MG services started in the 1930s on the Secunderabad-Manmad line of the Nizam's State Railways.
- July 1: Chennai area MG EMU services discontinued; last MG EMU runs from Egmore to Tambaram marking the end of 73 years of these stalwart trains. Also the day of the last YAM-1 run.
- July 12: First goods train from Kolkata (Calcutta) to Nepal using the Raxaul-Birgunj line.
- July: SCR begins using new aerodynamically designed DEMU rakes from ICF.
- July: Golden Rock workshops manufacture the second oil-fired steam loco, 'Himanand', for the DHR.
- July: Trial runs with a diesel loco running on bio-diesel blended fuel (Trichy-Tanjor Passenger).
- July 25: Two brass handles and four copper pipes were stolen from the *Fairy Queen* (EIR No. 22), the 149-year-old steam locomotive at the National Railway Museum, New Delhi.
- August: Thane-Thurbe-Vashi EMU services begin in Mumbai.
- Sep. 15: First public trial of KR's Skybus project in Madgaon, demonstrating the vehicle moving at 40km/h for a distance of about 1km.
- Sep. 15: First batch of improved flat wagons for CONCOR.
- Sep. 25: KR Skybus prototype has an accident where the coach crashes into a pier; one person is killed.
- Oct. : IR makes prototype standard-gauge bogies for possible export.
- Nov. 1: BG EMU Services inaugurated between Chennai Egmore and Tambaram on the newly converted BG line.
- Nov. 27: First successful run of Delhi Metro under ATO (first use of ATO in the country).
- Dec. 19: First underground section of Delhi Metro inaugurated (Delhi University - Kashmiri Gate).
- Dec. 26: Indian Ocean tsunami washes away tracks on Nagore-Nagapattinam section.
- Luni-Barmer-Munabao section converted to BG in preparation for possible Munabao-Khokhrapar link between India and Pakistan.
- Preliminary approval granted for Mumbai MRTS light rail project.
- Gauge conversion of Purna-Akola section begins; this is the section that in 1960 first interconnected the MG networks of northern and southern India.
- December: Konkan Railway being considered for merger with IR.
- IR makes a move to open up the bookstall and catering business at its stations, ending the long reign of booksellers Higginbothams (in the south) and A H Wheeler (elsewhere) at railway stations in India.

- [Disaster] June 16: Twenty killed as Mangalore-Mumbai Matsyagandha Exp. derails between Karanjadi (Roha?) and Vir (Veer) stations in Maharashtra's Raigarh district on Konkan Railways, with the locomotive and two coaches falling off a bridge after a collision with boulders on the tracks.
- [Disaster] Dec. 13: A head-on collision between the Jammu Tawi - Ahmedabad Exp. and a DMU train on the Jalandhar - Pathankot single line between Bhangala and Mirthal stations leaves 38 dead and several injured.

2005

- Jan.: Boarding Rajdhanis, Shatabdis, and Jan Shatabdis at intermediate points without reservations allowed.
- Feb.: Chawri Bazar station of the Delhi Metro is built with new technology of pre-cast concrete blocks for the platforms.
- Apr. 27 : Jammu Tawi - Udhampur line in Jammu & Kashmir inaugurated and the Uttar Sampark Kranti from New Delhi to Udhampur begins running. This line was sanctioned in April, 1980.
- Aug.: IRCTC introduces E-ticketing for IR on Aug. 12; ticketing by SMS begins on Aug. 26. A Frequent Traveller scheme is also under consideration.
- IR undertakes cultivation of *Jatropha* plants for production of biodiesel.
- Dec. 31: Delhi Metro's Barakhamba - Dwarka line opens.
- [Disaster] Feb. 3 : Collision between Nagpur-bound Ramtek local and a tractor-trailer at the Bordan unmanned level crossing near Kanhan kills 55.
- [Disaster] Apr. 3 : Howrah-bound Udyan Abha Toofan Exp. from Sriganaganagar catches fire between Darauli and Dildarnagar stations. Five coaches are completely gutted in the blaze, but there are no casualties. The driver of a passing goods train notices the fire and alerts the driver of the Toofan Exp. who makes an emergency stop, allowing the passengers to escape.
- [Disaster] Apr. 21 : Ahmedabad-bound Sabarmati Exp. from Varanasi rams into a stationary goods train at Samlaya, between Vadodara and Godhra, killing 17 passengers. Signal and interlocking failures during maintenance and a failure to follow the appropriate backup procedures are thought to have caused the mishap.
- [Disaster] Oct. 3 : Twelve persons killed and many injured when six coaches of the Bundelkhand Exp. derail and ram into a railway control cabin near Datia, MP.
- [Disaster] Nov. 9 : Three killed and many injured as a goods train runs into a passenger train near Jharkhand's Barwadih station, about 170km from Ranchi.

2006

- Feb. 15: New Delhi - Bhopal Shatabdi cleared for running at 150km/h commercial speed on the New Delhi - Agra Cantt. stretch.

- Feb. 17: Thar Express service begins with the train on the Indian side running from Jodhpur to Munabao with the connecting train on the Pakistan side running from Karachi to Khokhropar to Munabao to connect.
- Feb. 19: Igatpuri - Kasara section switched from DC to AC traction.
- Feb.: 100km/h trials with Mumbai EMUs (however, this is not the first time trials have been conducted at these speeds).
- March 24: Regular double-stacked container service (on BLCA/BLCB flat wagons) begins on the Pipavav - Jaipur route.
- May - July: Telescopic fares withdrawn in Railway Budget and restored in July.
- [Disaster] Jul. 11 : Seven bombs go off nearly simultaneously at different places on WR's EMUs in Mumbai during the evening rush hour, killing 181 persons and injuring nearly 900.
- [Disaster] Dec. 2 : A 150-year-old brick and masonry bridge over a railway line collapses on a running train at Bhagalpur, killing at least 47 as the debris crushed a passenger coach. The bridge was in the process of being dismantled.



CHAPTER – 2

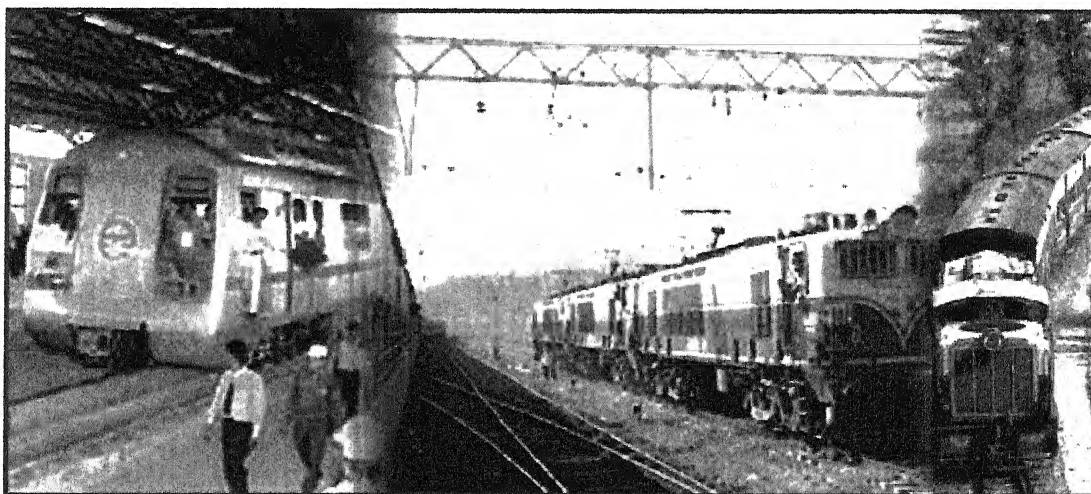


Management of Indian Railway

- Railway Management
- Objectives of Railway Management:
- Role of Indian railway
- Organisational Structure
- Ministry of Railway (Railway Board) :
- Different Corporations of Railway
- Production Units
- Maps of Indian railway
- Chart of Indian Railway
- Zones & Divisions
- Railway Employees
- Specialized cadres
- Progress made till date

RAILWAY MANAGEMENT

Indian Railways is a department of Government and the Ministry of Railways functions under the guidelines of Minister for Railways assisted by Minister of State for Railways. The policy formation and management of Indian Railway Board comprises of Chairman and six functional members. Wide powers are vested in the Board to effectively supervise the running of 16 zonal railways, metro railway² terms of transport output is 424 BTKMS, during the final year of the X plan (2006-07). During 2002-03, the revenue earning freight traffic moved by Railways was 518.7 million tonnes. The total passenger traffic in the year was 5048.2million originating passengers. (Calcutta), production units, construction organisation and other rail establishments. These are generally headed by General Managers. Nine subsidiary organizations under the Ministry of Railways viz. IRCON, RITES, CONCOR, RCILRVNL, MRVC, IRFC, and KRCL undertake specialized jobs contributing to Indian Railways' growth and progress. RITES and IRCON have their business abroad also.



OBJECTIVES OF RAILWAY MANAGEMENT

The Corporate Management Objectives of Railway Undertaking are as under:

1. To provide all transport for both passenger and goods adequate to meet demand in areas where railway operation confers optimum benefit to the economy having due regard to the Government's policy of development of backward areas;
2. To provide such rail transport at the lowest cost consistent with requirements of the railway users and safety of operation

- adequate provision for replacement of assets and some provision for development of business, and
 - the least amount of pollution of environment
3. To work in association with or utilize other modes of transportation, such as pipe lines and road transport,
 4. To engage in ancillary activities necessary to sub serve the above two objectives;
 5. To develop organisation ally effective personnel with pride in their work and faith in the management

As is obvious railways form part of the basic infrastructure of the country. Broadly all infrastructure services can be divided into the following two categories

- 1) **Open Access Services** : These services are those from which people cannot be easily excluded, irrespective of whether they have contributed monetarily to the establishment and maintenance of the service or not. Some examples of this service include public lighting, intra city roads etc.
- 2) **Limited Access Services** : These services are those which can be provided exclusively on an user pays basis and those who do not pay can be excluded from enjoying the benefits of this service. These services thus can be self-financing.

Railways ideally would fall in the latter category, as it would not be too onerous a task to prevent somebody who has not paid fo easily excluded, irrespective of whether they have contributed monetarily to the establishment and maintenance of the service or not. Some examples of this service include public lighting, intra city roads etc.

ROLE OF “INDIAN RAILWAYS”

Since their inception, Indian railways have successfully played the role of prime mover to the economy and society of the Indian sub Continent. As the principal constituent of the nation's transport infrastructure, the railways have an important role to play as indicated below:

- (i) Integrate fragmented markets and thereby stimulate the emergence of a modern market economy
- (ii) Connect Industrial production centres with markets and with sources

of raw material and thereby facilitate industrial development

- (iii) Link agriculture production centres with distant markets and with sources of essential inputs thereby promoting rapid agricultural growth.
- (iv) Provide rapid, reliable and cost effective bulk transportation to the energy sector, to move coal from the coal field to power plants and petroleum products from refineries to consumption centres and
- (v) Most importantly link places to people enabling large scale rapid and low cost movement of people across the length and breath of the country.

In the process, Indian Railways have become a symbol of national integration and strategic instrument for enhancing our Defense preparedness.

ORGANIZATIONAL STRUCTURE

Background to the organization structure of the Indian Railways

The Indian Railways was built by a combination of private and public financiers and, till the early 1950s, remained the principal mode of transport. With the growth of national highways, the trucking industry grew in the private sector and the monopolistic position of the railways began to decline. The management was unable to respond to the competition and the railway mode is no longer the predominant player in the transport scene since it now carries about 40% of long distance freight and less than 20% of the passenger transport.

However, railways have some inherent advantages as a mode of mass transport in comparison to other modes. Some of these conditions such as better fuel efficiency, reduced pollution, reduced land use for the same volume of transport and reduced levels of accidents are well known. The inability of the railway organization to convert these fundamental advantages into a competitive edge can be traced to major organizational and managerial inadequacies.

Historically, railways developed as monolithic organizations. Since they operated in a monopolistic situation, the government thought it is necessary to have an Act that would ensure that the services provided were subject to some measure of regulation. The Indian railway was governed by the Indian Railway's Act of 1890. A century later, in 1989, the Act was modified.

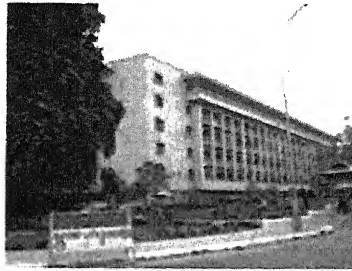
However, the railways now found themselves in competition with the road transport. Road transport, being in the private sector, had flexibility, entrepreneurship and innovative features by which they provided cost effective services. It is not surprising that the railways, with its rigid organizational structure and inflexible rules and regulations, did not exhibit the entrepreneurship necessary to deal with the competition even though it was widely accepted that the railways had to operate in a commercial environment. The first recognition of this was evident in 1924 when the Acworth Committee's recommendations were implemented. The following observations of the Committee are particularly relevant:

And, 'We assume that in future the Railway Commission will be responsible for its own administration, will itself fix scales of pay and conditions of services for its own staff, and be free to engage and dismiss them as it thinks proper; will prepare its own program of work and expenditure, and within the limits of its budget, as approved by the Government of India and the Secretary of State and accepted by the Legislative Assembly, will carry it into effect; that, in a word though remaining an integral part of the Government machine and subject to control on broad questions of policy and major questions of finance on which policy must depend, it will be an independent Administration'.

However, even this autonomy granted to it to fulfill its commercial responsibilities, has gradually been taken away from the Indian railways who are less capable today than they were in the past, to deal with the increasing challenges from the road sector. A monolith which operated under regulatory conditions framed when railways had a monopoly in transportation, found itself in a competitive environment but still shackled by century old legislation marginally modified a few years ago.

This dilemma in which the organization found itself has led to considerable introspection over the years. Several committees and commissions have discussed changes needed for the system. These include the Wanchoo Enquiry Committee on Railway Accidents 1968, Administrative Reforms Commission 1970, and Expert Group on Restructuring of Capital on Railways 1978, Rail Tariff Committee 1980 and Railway Reforms Committee 1984. However, none of these committees were specifically assigned to look into organizational and managerial issues.

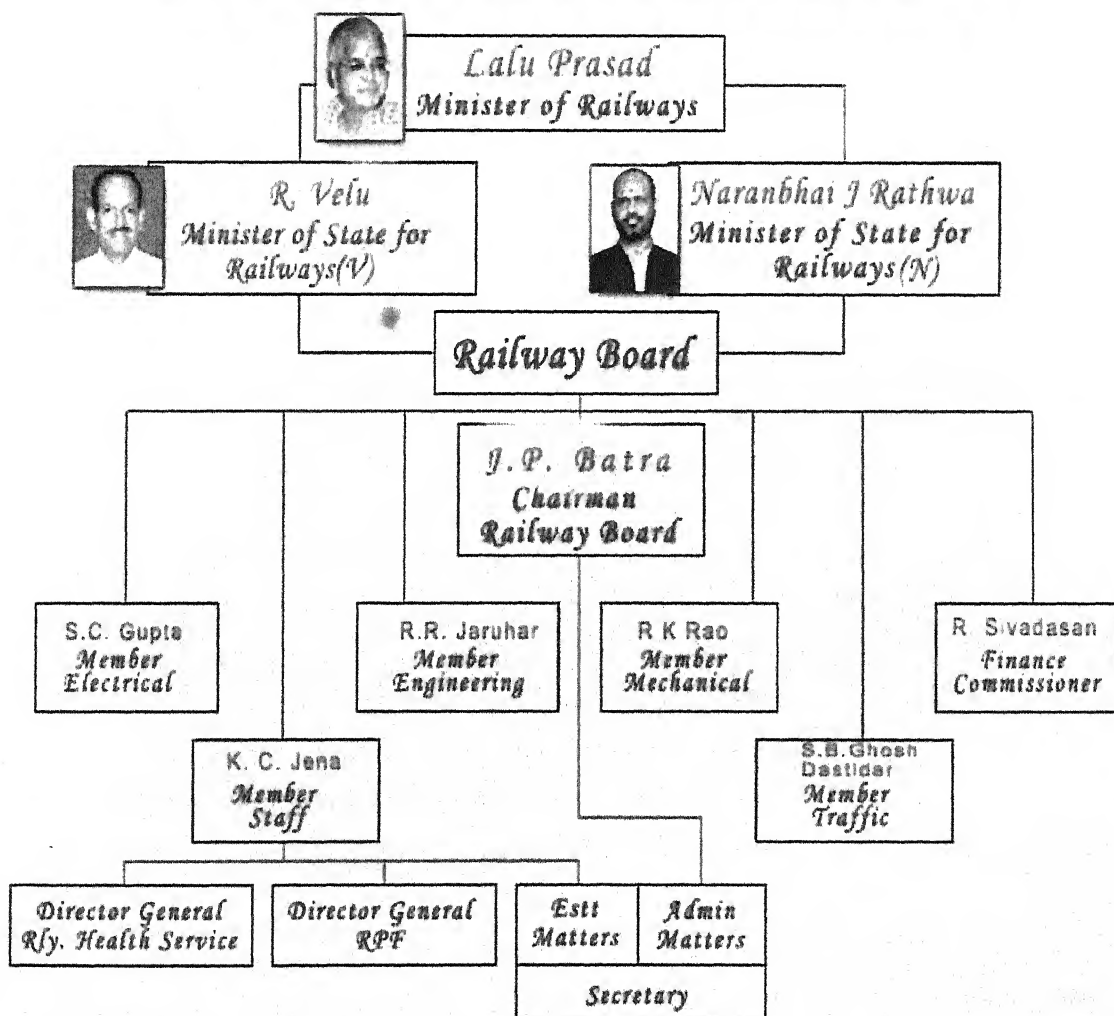
Today, the headquarter of the Indian Railways is in Delhi



Indian Railways is a publicly owned company controlled by the Government of India, via the Ministry of Railways. The ministry is currently headed by Laloo Prasad Yadav, the Union Minister for Railways and assisted by two junior Ministers of State for Railways, R. Velu and Naranbhai J. Rathwa. Reporting to them is the Railway Board, which has six members and a chairman.

Each of the sixteen zones is headed by a General Manager (GM) who reports directly to the Railway Board.

ORGANISATION STRUCTURE



MINISTRY OF RAILWAY (RAILWAY BOARD)

President has framed rules for the convenient transaction to the business of the Government of India. The subjects allocated to the Ministry of Railways (Railway Board) are in charge of the Minister of Railway who is a Minister of cabinet rank. He is associated in his work by one or more Ministers who of the status of Minister of State or Deputy Minister. These Ministers perform such functions as may be assigned to them in relation to the business allocated to the Ministry.

The Railway Board is the Chief Administrative and Executive Body assisting the Minister of s in the discharge of his functions. It was constituted by a resolution of Government of India dated 18th February, 1905. The Railway Board is as at present constituted consists of:

1. Chairman, Railway Board;
2. Financial Commissioner, Railways; and
3. Five Members each in charge of Traffic, Staff, Mechanical Engineering, Civil Engineering and Electrical Engineering.

The Chairman Railway Board, is ex officio Principal Secretary to the government of India in the Ministry of Railways. He is solely responsible under the Minister of Railways for arriving at decisions on technical questions and advising the Government of India on the matters of Railway policy. The Chairman also functions as Member in respect of one or the other subjects as decided and is also responsible for co-ordination.

Financial Commissioner for Railways represents the Ministry of Finance on the Board and also functions as ex-officio Secretary to Government of India in the Ministry of Railways in financial matters. He has direct contact with the Finance Minister whom he keeps informed of developments in the Ministry of Railways. In case of any disagreement with Chairman or Railway Minister on any financial aspect, he has the right to refer to the Finance Minister Each of the Members is responsible for dealing with all aspects of the technical subject of which he is in charge. In order to be able to effectively discharge the duties and responsibilities from the increased tempo of development works, there are Additional Members in the Railway Board.

Railway Board are assisted by several Directorates each under an Adviser (post of Executive Directors upgraded as Adviser from 1988) such as Adviser Works, Mechanical, Traffic, Commercial and Civil Engineering. Such Advisers are assisted by Directors in S.A. Grade, Joint Directors, Deputy Directors and Assistant Directors.

The Advisers are responsible for issuing instructions direct to Railway Administrations including Production Units and other units controlled by Railway Board, and receive and deal with reference from general public and the other Ministries of the Government of India with their respective jurisdiction

The zones are further divided into divisions under the control of Divisional Railway Managers (DRM). The divisional officers of engineering, mechanical, electrical, signal & telecommunication, accounts, personnel, operating, commercial and safety branches report to the respective Divisional Manager and are in charge of operation and maintenance of assets. Further down the hierarchy tree are the Station Masters who control individual stations and the train movement through the track territory under their stations' administration. In addition to the zones, the six production units (PUs) are each headed by a General Manager (GM), who also reports directly to the Railway Board.

In addition to this the Central Organization for Railway Electrification (CORE) is also headed by a GM. This is located at Allahabad. This organization undertakes electrification projects of Indian Railways and monitors the progress of various electrification projects all over the Apart from these zones and production units, a number of Public Sector Undertakings (PSU) are under the administrative control of the ministry of railways. These PSU's are:

1. Indian Railways Construction Company Limited (IRCON)
2. Rail India Technical and Economic Services Limited (RITES)
3. Indian Railways Finance Corporation (IRFC)
4. Container Corporation of India Limited (CONCOR)
5. Konkon Railway Corporation Limited (KRCL)
6. Indian Railways catering and tourism corporation Limited (IRCTC)
7. Railtel Corporation of India Limited (Rail Tel)
8. Pipavan Railway Corporation Limited (PRCL)
9. Centre for Railway Information System (CRIS)
10. Indian Railway Welfare Organization (IRWO)

DIFFERENT CORPORATIONS OF RAILWAYS IN DETAIL

(i) Rail India Technical and Economic Services Ltd. (RITES)

RITES, which is a Government of India Undertaking, provides consultancy services on all aspects of railways from concept to completion. RITES is closely linked with Indian Railways and is in privileged position to draw freely upon the huge pool of experience, expertise and technical know-how acquired over a century of operations on Indian Railways.

RITES is a multi-disciplinary, ISO 9001-2000 certified, consultancy organization in the field of transportation infrastructure and related technologies. It is a 'Mini Ratna' Company and provides consultancy services from concept to commissioning on the fields of railways, urban transport, urban development and urban engineering roads and highways, airports, ropeways, inland waterways, ports and harbour, information technology and export packages of rolling stock and railway related equipments. Its diversified device packages among others include feasibility design and detailed engineering, multi-modal transport studies, project management and Construction supervision, quality assurance and management materials management, workshop management, operation and maintenance, system, engineering economic and financial evolution, financing plan and privatization property development, railway electrification, signaling and telecommunication, environment impact assessment, training and human resources development etc.

RITES in year 2003-04 had total turn over of 285 crores and earned profit before tax of Rs. 82 crores

(ii) Indian Railways Construction Company Limited (IRCON)

IRCON international Limited, which is a public sector undertaking under the ministry of Railways was incorporated in 1976 as Indian railway Construction company as a specialized agency to undertake major railway's projects both in India and abroad. this organization has been set up with a view to channelize the export of construction services, technological know-how and special skills gained by the Indian railways in last over 150 years. IRCON is in ideal position to undertake the entire spectrum of construction activities concerning various aspects of railways discipline such as civil, mechanical, electrical, signaling, telecommunication etc.

From being an exclusively Railway Construction company, IRCON diversified its activities in 1985 to other sectors like roads, highway, express

way, road bridges, flyover, cable stayed bridges, mass rapid transit system, buildings, industrial and residential complexes, airports, hangers etc. In 1993, IRCON included BOT, BOOT, BLT projects, business relating to leasing, real estate etc. And in 1997, business relating to commercial operations of air transport was included and extended. Finally in 1999, telecommunication for providing a full range of telecom and IT services in India and abroad were added.

Presently, IRCON is listed 128th amongst the top 225 international construction contractors, and is also amongst the top ten in mass transit and rail in McGraw Hill publication Engineering News Record rankings.

IRCON, which is an ISO 9002, certified 'Construction Company' has completed projects in Algeria, Angola, Bangladesh, Indonesia, Iraq, Jordan, Italy, Lebanon, Malaysia, Nepal, Nigeria, Saudi Arabia, Syria, Tanzania, Turkey, United Kingdom and Zambia.

IRCON had during the year 1003-04 total turnover of Rs. 792 crores, with net profit of Rs 62 crores & net foreign exchange earnings of Rs. 114 crores.

(iii) Indian Railways Finance Corporation (IRFC)

IRFC was incorporated, as public limited company, in December 1986, with the sole objective of raising money from the market based on the requirement of the Ministry of Railways to part finance the Plan Outlay and meeting the developmental needs of IR

IRFC has successfully met the borrowing targets year after year. Funds are raised through issue of taxable and tax-free bonds, terms loan from banks financial institutions and through external commercial borrowings / export credit.

Since inception, IRFC has consistently earned profits and has already paid Rs.698 crore (including interim dividend of Rs. 65 crore for the fiscal year 2003-04) as dividend to the Government on the paid up capital of Rs. 232 crore.

(iy) Container Corporation of India Limited (CONCOR)

Container Corporation of India Ltd, (CONCOR) was incorporated in March 1988 under the Companies Act. 1956, as a public sector enterprise under the Ministry of railways. The company was set up to promote, provide for and manage multi-modal transport in the country with the prime objective to support the country's growing international trade as well as for the transport

of domestic cargo in container by adopting the latest technology and practices. The company commenced operations in November 1989.

The corporation was set up with an authorized capital of Rs. 100 crore, The paid up capital of the company is Rs, 65 crore. The Government of India has gradually divested its equity holding in the company through three divestment exercises in 1994-95, 1995-96 and 1998-99. Currently the government holds 63% equity in the company and the financial institutions and individuals 37%.

CONCOR has evolved a strategy, which will transform the company from an operational entity into a marketing-driver organization thus ensuring its leadership in the multi-modal market. The four specific areas identified under this strategy are Total logistics solutions, Cold Chain, Coastal Shipping, Extension of inter modal services to neighbouring countries.

As a terminal and warehouse operator, CONCOR has created a network of 51 container terminals across the country. Except the few terminals which are exclusively road-fed Inland Container Depots (ICDs), majority of the terminals in its network are linked by rail.

CONCOR's custom bonded Inland Container Depots are dry ports in the hinterland and serve the purpose of bringing all port facilities including customs clearance to the customer's doorstep. Its terminals provide a spectrum of facilities in terms of warehousing, container parking, repair facilities and even office complexes.

CONCOR had total income of Rs. 1807 crores in 2003-04, and had net profit after tax of about Rs. 368 crores.

(v) Konkon Railway Corporation Limited (KRCL)

The Konkon Railway is the first railway project in the country to be executed on BOT principle (Build, Operate and Transfer). A company formed with participation of the four states viz. Maharashtra, Goa, Karnataka and Kerala, along with the Ministry of Railways with Rs. 800 crore as equity and Rs. 2,750 crore raised in bonds, funding the total cost of the project of Rs. 3,550 crore. The work on construction began in 1990 and the whole 760 kms. line was completed in 1998 and dedicated to the nation on 1st May 1998. Konkon Railway has reduced distance and travel time to the Southern India.

At present there are 13 pairs of express trains and 5 pairs of passenger trains running over Konkon Railway route.

Some of the technologies used by KRC are briefly indicated below:

- (i) The innovative roll on - roll off, has enabled carrying more than 50,000 trucks in 5 years.
- (ii) Various special safety measures adopted by K R on its route are installation of inclinometers in soil cuttings for pre warning of collapsing of cutting, which is coupled with Raksha Dhaga and anti Collision Device (ACD) for warning and approaching train.
- (iii) Konkan Railway is making extensive usage of the developments in IT to modernize its working style and bring more efficiency in its day operations.

KRC gross revenue from traffic for year 2003-04 was Rs. 235 crores

(vi) Indian Railways catering and tourism corporation Limited (IRCTC)

This is a new corporation under the Ministry of Railways. Some of the important projects undertaken by the corporation are:

- (i) Catering services: IRCTC awarded 17 contracts for on-board catering services on IR trains taking the total number of trains covered to 71. These include 5 Rajdhani, 2 Shatabdi, 17 Jan shatabdi and 47 Mail/Express trains.
- (ii) Internet Ticketing System: The facility of booking of railway tickets through internet has been extended to 120 cities across the country. The payment is accepted through credit cards, debit cards or direct debit of account of the customer.
- (iii) Packaged Drinking Water Project (Railneer): The first Railneer plant of the corporation was inaugurated in May 2003 and a second one at loco colony, Khagul, Danapur (Bihar) in February 2004.

The drinking water, which has good quality, is supplied to all passengers & other rail users.

(vii) Railtel Corporation of India Limited (Rail Tel)

Railtel Corporation of India Ltd., (RailTel) is one of the PSUs under the administrative control of the Ministry of Railways. Rail Tel was incorporated in September, 2000 with an authorized capital of Rs. 1,000 crore.

The main objects of the Company, inter alia, include building a nationwide telecom multimedia network for laying of Optical Fibre Cable (OFC) with a

view to modernize Indian Railway's communication systems for safe and efficient train operation ,and to generate revenue through commercial exploitation of the system.

Rail Vikas Nigam Limited (RVNL) is a special purpose vehicle to execute two vital components of National Rail Vikas Yojna, launched by the Government of India. Its main objects are to undertake project development, financial resource mobilization and execution of projects on a commercial format using largely non budgetary funds. The projects are expected to remove the capacity bottlenecks on the golden quadrilateral and its diagonal to augment port connectivity.

Rail Vikas Nigam Limited is expected to take up only bankable projects which can attract market funding without Government guarantee.

(viii) Pipavan Railway Corporation Limited (PRCL)

Pipavan Railway Corporation Limited (PRCL), a joint venture company of ministry of railways and Gujrat Pipavan Port Limited (GPPL) with equal equity participation has been formed to execute the Surendra Nagar-Rajula-Pipavav Port gauge conversion/new line project. This is the first railway infrastructure executed through private sector participation. PRCL has concessionary rights to construct, operate and maintain this project line for 33 years. PRCL is entitled to the rights, obligation and duties of a Railway Administration enumerated in the Railways Act, 1989.

The project line has been commissioned in the month of March, 2003 for freight operation. During the year 2003-04, PRCL has handled 266 trains including 112 container trains and transported 0.4 million tones of cargo.

(ix) Centre for Railway Information System (CRIS)

CRIS, which is an autonomous body under the patronage of Ministry of Railways, has been established as a non-profit making organisation and has been entrusted with the design, development and information of all major computer services on the railways. During the last few years CRIS has made substantial progress in Freight Operation Information System (FOIS), passenger reservation system (PRS), National train enquiry system (NTES), Micro-Processor based self printing Ticketing Machines & Track management system.

(x) Indian Railways Welfare Organisation (IRWO)

An autonomous body under the patronage of Ministry of Railways called

'Indian Railways Welfare Organisation (IRWO) has been registered on 25.9.1989 under the 'Societies Registration Act' for meeting specific needs of housing for serving and retired railway employees with its headquarters, at New Delhi. IRWO has been constructing houses in different cities and towns all over the country on a self financing basis for serving and retired railway employees purely as a welfare activity on 'No profit no loss basis'.

In last few years, IRWO has already acquired land at about 20 places and has announced group housing schemes at Noida, Gurgaon, Gorakhpur, Calcutta, Madras, Indirapuram (Ghaziabad), Hyderabad, Chandigarh and few other places. They have already completed the housing projects, at Noida, Gurgaon, Gorakhpur, Calcutta, Hyderabad, Chandigarh & Mumbai in record time and handed over the flats to owners.

Centre for Railway Information Systems is an autonomous society under Railway Board, which is responsible for developing the major software required by Indian Railways for its operations.

INTEGRAL COACH FACTORY

Integral Coach Factory is a premier rail coach building production unit of the Indian Railways. Integral Coach Factory was started in the year 1955 by Shri Jawarhalal Nehru and has celebrated its Golden Jubilee in 2005.

There are around 13000 employees in ICF. It is organised into 8 functional departments, spanning across two divisions - The Shell and the Furnishing divisions. The departments are : General Administration, Accounts, Electrical, Civil Engineering, Mechanical, Medical, Personnel, Security and Stores.

WORKING HOURS

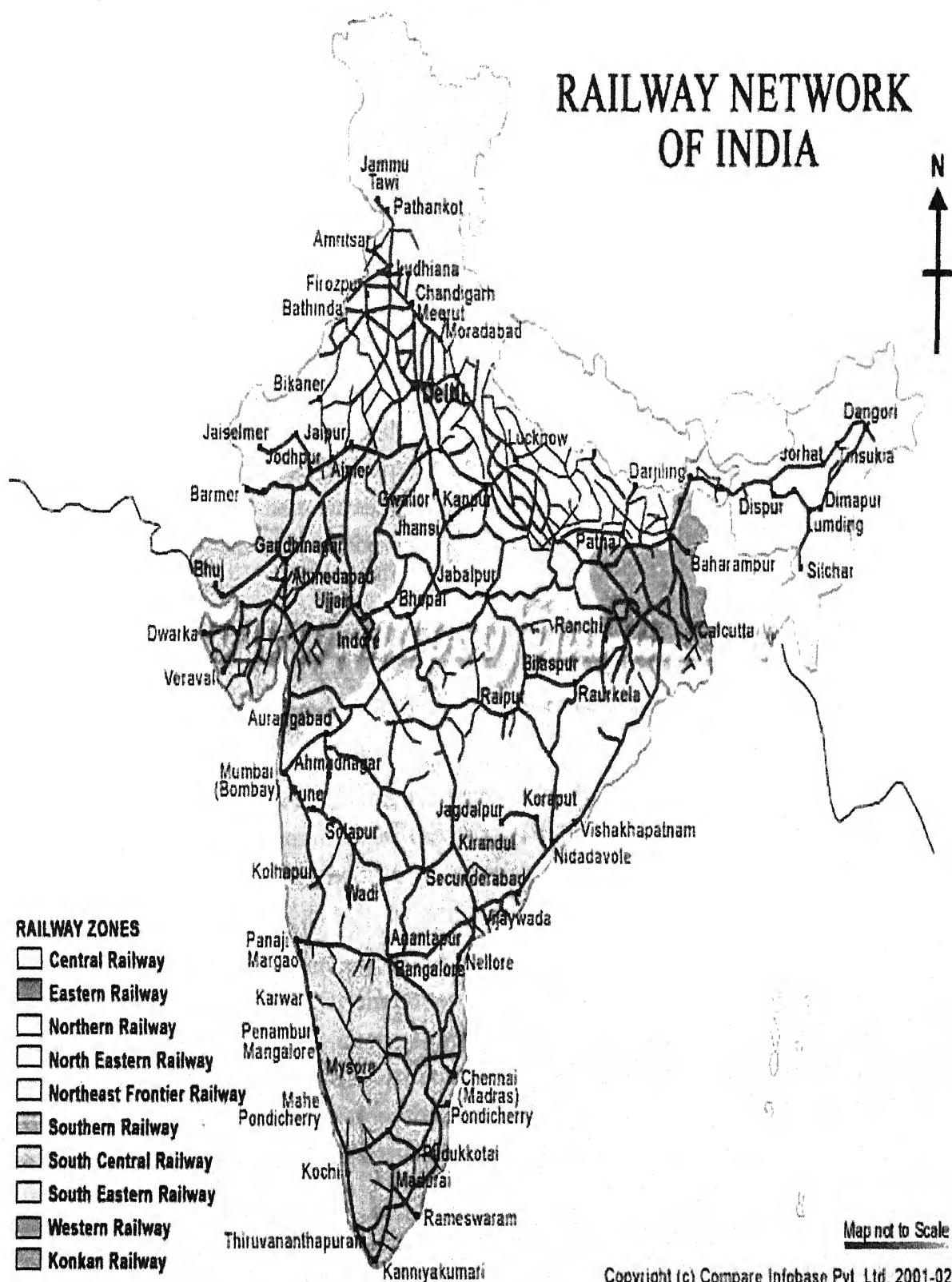
LOCATION	SHIFT	FN	AN	REMARKS
FACTORY	DAY	7:00 - 11:36	12:30 - 16:30	Monday to Friday
	NIGHT	17:00 - 21:00	21:45 - 02:30	
	DAY	7:00 - 12:00		Saturday
	NIGHT	12:30 - 16:45		
Admin Office	-	9:30 - 13:00	13:30 - 17:30	Monday to Friday
	-	9:30 - 12:25	-	Saturday

PRODUCTION UNITS**Production units or manufacturing units**

S.N.	Manufacturing Unit	Head Quartered at	Functions
1.	Chittaranjan Locomotive Works (CLW)	Chittaranjan	Manufacture of Electric Locomotives
2.	Diesel locomotive works (DLW)	Varanasi	Manufacture of Diesel locomotive
3.	Integral Coach Factory (ICF)	Madras	Manufacture of Coaches
4.	Diesel components Works(DCW/DMW)	Patiala	Manufacture of Diesel Component
5.	Rail Coach Factory(RCE)	Kapurthala	Manufacture of Coaches
6.	Wheel & axle Plant(W & AP)	Bangalore	Manufacture of Wheels & Axles

INDIAN RAILWAYS ROUTE MAP



ZONAL MAP OF INDIAN RAILWAYS

Railway organization mainly consists of following 3 tiers:

- 1) Railway Board
- 2) Zonal Headquarters
- 3) Divisional Organizations

Railway Board mainly frames rules on establishment matters. Issues instructions on implementation of various reports (Pay commission, standing committee etc.,).

Zonal Headquarters are responsible for circulation of various instructions issued by Railway Board. Project Man Power need and ensure to arrange them. On need based basis general instructions are also issued for uniform implementation of board's directives. Acting as a governing body for implementation of board's instructions. Maintaining cordial relations with organized labour in day-to-day smooth functioning of the organization. To conduct all Group 'B' selections, Pension Adalat etc. Draw action plan to achieve various goals and objectives set for the zonal railways. Inter action with Railway Board.

Divisional organizations are basically responsible for implementing various instructions issued by Railway board through Headquarters. Maintaining cordial relations with organized labour in day-to-day smooth functioning of the organization.

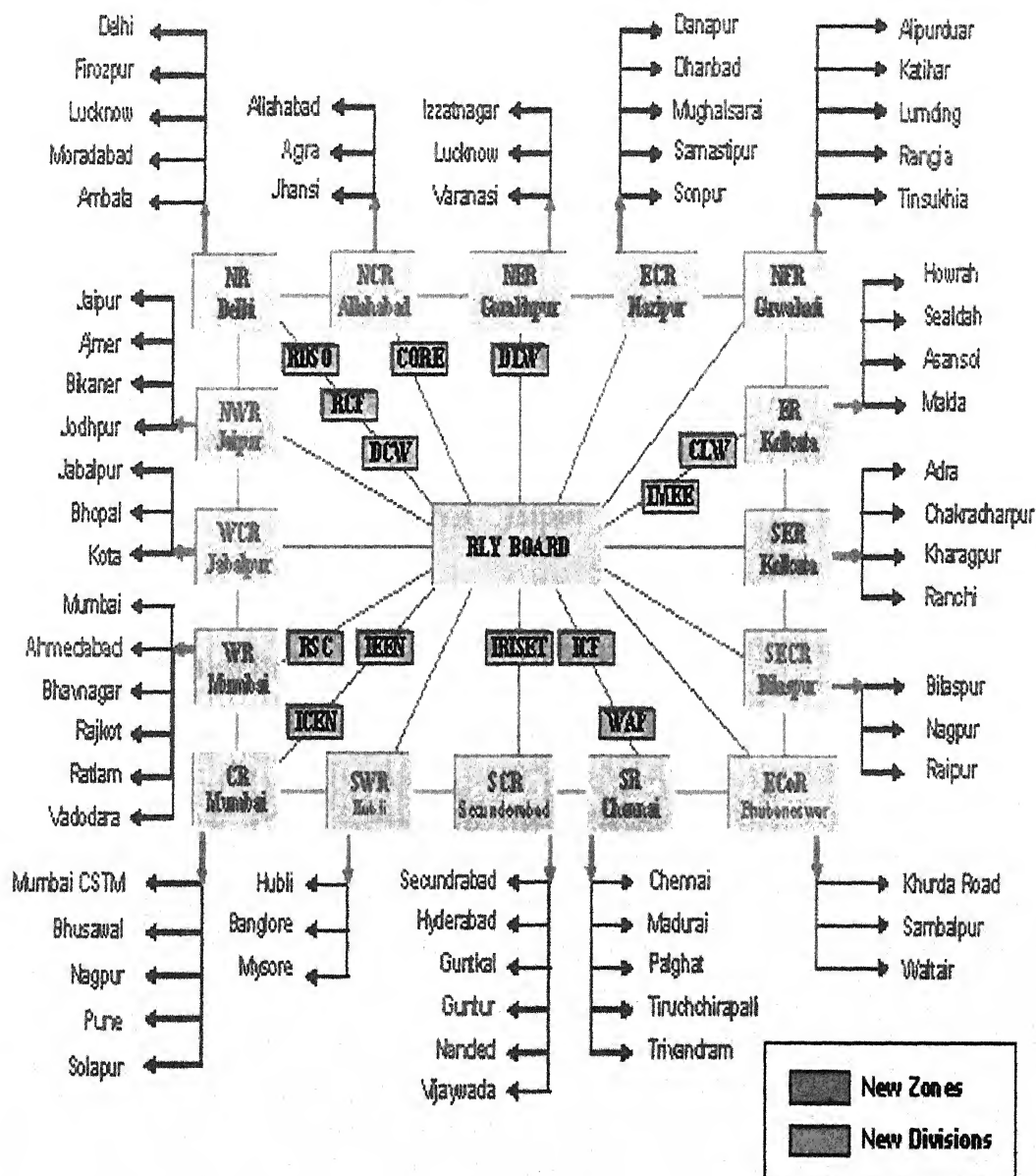
The powers and duties of officers are framed by Railway Board. Officers & employees exercise powers as laid down in Chapter - VI of SOPGEN and as red legated in SOPEST (schedule of powers on establishment matters) of Central Railway.

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Divisional organizations are basically responsible for implementing various instructions issued by Railway board through Headquarters. Maintaining cordial relations with organized labour in day-to-day smooth functioning of the organization.

The powers and duties of officers are framed by Railway Board. Officers & employees exercise powers as laid down in Chapter - VI of SOPGEN and as red legated in SOPEST (schedule of powers on establishment matters) of Central Railway. North Central Railways, in its present form, came into existence on 1st Of April 2003. North Central Railways present network extends over a large area of North Central India, covering the states of Uttar Pradesh, Madhya Pradesh, Rajasthan, Haryana .

CHART OF INDIAN RAILWAY



ZONES & DIVISIONS

For administrative purposes, Indian Railways is divided into sixteen zones.

No.	Name	Abbr.	Headquarters	Date established
1.	Northern Railway	NR	Delhi	April 14, 1952
2.	North Eastern Railway	NER	Gorakhpur	1952
3.	Northeast Frontier Railway	NFR	Maligaon(Guwahati)	1958
4.	Eastern Railway	ER	Kolkata	April, 1952
5.	South Eastern Railway	SER	Kolkata	1955,
6.	South Central Railway	SCR	Secunderabad	October 2, 1966
7.	Southern Railway	SR	Chennai	April 14, 1951
8.	Central Railway	CR	Mumbai	November 5, 1951
9.	Western Railway	WR	Mumbai	November 5, 1951
10.	South Western Railway	SWR	Hubli	April 1, 2003
11.	North Western Railway	NWR	Jaipur	Oct 1, 2002
12.	West Central Railway	WCR	Jabalpur	April 1, 2003
13.	North Central Railway	NCR	Allahabad	April 1, 2003
14.	South East Central Railway	SECR	Bilaspur, CG	April 1, 2003
15.	East Coast Railway	ECoR	Bhubaneswar	April 1, 2003
16.	East Central Railway	ECR	Hajipur	Oct 1, 2002
17.	Konkan Railway†	KR	Navi Mumbai	Jan 26, 1998

Konkan Railway (KR) is constituted as a separately incorporated railway, with its headquarters at Belapur CBD (Navi Mumbai). It comes under the control of the Railway Ministry and the Railway Board.

The Calcutta Metro is owned and operated by Indian Railways, but is not a part of any of the zones. It is administratively considered to have the status of a zonal railway. Each zonal railway is made up of a certain number of divisions, each having a divisional headquarters. There are a total of sixty-seven divisions.

Zonal Railway	Divisions
Northern Railway	Delhi, Ambala, Firozpur, Lucknow, Moradabad
North Eastern Railway	Izzatnagar, Lucknow, Varanasi
Northeast Frontier Railway	Alipurduar, Katihar, Lumding, Rangia, Tinsukia
Eastern Railway	Howrah, Sealdah, Asansol, Malda
South Eastern Railway	Adra, Chakradharpur, Kharagpur, Ranchi
South Central Railway	Secunderabad, Hyderabad, Guntakal, Guntur, Nanded, Vijayawada
Southern Railway	Chennai, Madurai, Palghat, Tiruchchirapalli, Trivandrum, Salem
Central Railway	Mumbai, Bhusawal, Pune, Solapur, Nagpur
Western Railway	Mumbai Central, Baroda, Ratlam, Ahmedabad, Rajkot, Bhavnagar
South Western Railway	Hubli, Bangalore, Mysore
North Western Railway	Jaipur, Ajmer, Bikaner, Jodhpur
West Central Railway	Jabalpur, Bhopal, Kota
North Central Railway	Allahabad, Agra, Jhansi
South East Central Railway	Bilaspur, Raipur, Nagpur
East Coast Railway	Khurda Road, Sambalpur, Visakhapatnam
East Central Railway	Danapur, Dhanbad, Mughalsarai, Samastipur, Sonpur

RAILWAY EMPLOYEES

The staff strength of railways has, compared to 1990, come down by about 3 lakhs, while the throughput in this period has gone up considerably. As a result the staff productivity in this period has approximately doubled. To maintain improved productivity Railway's man power needs have been rationalized in such a way that there is no shortage of manpower in safety and operation and no staff are idling on unnecessary posts. At the same time, the railway employees are equipped with multiple skills and not just single skill. Given the growth rate of our throughput, we have to succeed in doubling the per employee productivity again in the next Indian Railways had a regular staff of **9.14 lakh in 1950-51** which increased to **16.54 lakh in 1991-92**. Thereafter, the number declined to **15.86 lakh in the year 1999-2000**. In 1995-96, the number of daily wage workers was nearly 57,000. **In 1950-51, the average yearly wage per employee was Rs.1, 263 which increased to Rs.59,219 in 1999-2000.**

Since 1990s, Railways have been following the policy of rightsizing manpower. During this exercise, railways have succeeded in bringing down their staff strength from **18.07 lakhs in 1990** to **15.10 lakhs in 2002**, a reduction of almost **3 lakhs in 12 years**.

Indian Railways have a work force of 14.41 lacs employees with a wage bill of Rs. 20928 crores during the year 2003-2004 as per break up given below:

No. of staff as on March, (in thousands)

Year	GROUPS A & B	GROUP C	GROUP D	TOTAL	Expenditure@ on staff(Rs. In Crores)
1950-51	2.3	223.5	687.8	913.6	113.8
1970-71	8.1	583.2	782.9	1374.2	459.9
1990-91	14.3	891.4	746.1	1651.8	5166.3
2000-2001	14.8	900.3	630.2	1545.3	18,841.4
2003-04	14.3	860.1	567.1	1441.5	20,928.7
S.C staff on 31.3.04	1211(A) +991(B)	135,445	77,651 +27079(sweeper" D")	242,377	
S.T. staff on 31.3.04	534(A) +369(B)	55,462	35,545 +1954(Sweeper" D")	93,864	

SPECIALIZED CADRES

Specialized cadres drawn from various disciplines covering humanities, sciences, engineering, medical etc., have been created by recruitment through Union Public Service Commission (UPSC) examinations for running the system, which requires.

an efficient asset management of a huge fleet of coaches, wagons and locomotives, and infrastructure facilities like track, signaling, overhead electrical equipment, stations, etc. This implies intensive application of business principles in areas like capital investment, optimum management of resources, inventory control, maintenance practices, communications, etc. There is need for customer satisfaction for which extensive developments have been made and are being put into use.

There are 9 organized services in IR as detailed below:

IRAS - Indian Railway Accounts Service

IRMS - Indian Railway Medical Service

IRPS - Indian Railway Personnel Service

IRSE - Indian Railway Service of Engineers

IRSEE - Indian Railway Service of Electrical Engineers

IRSME - Indian Railway Service of Mechanical Engineers

IRSS Indian Railway Stores Service

IRSSE - Indian Railway Service of Signal Engineers

IRTS - Indian Railway Traffic Service

(In addition, there is also a department of Railway Protection Force, officers of which is also recruited through UPSC, but are not part of FROA).

Recruitment to 3 of the above services, viz. IRAS, IRTS and IRPS is made through combined Civil Services examination along with IAS and other allied services. (Recruitment to RPF is also done through the same examination.) Recruitment to 5 Engineering services, viz. IRSE, IRSSE, IRSEE, IRSS is made through the Engineering Services examination conducted by UPSC. For IRSME recruitment is done through Engineering Services /SCRA examinations conducted by the UPSC.

Classification of all Civil posts under the Central Government Services. The President hereby directs that with effect from the 20.4.1998, all Civil posts

under the Union shall be classified as follows:-

GRADES OF EMPLOYEES

Sl	Description of posts	Classification of posts
1.	A Central Civil post carrying a pay or a scale of pay with a maximum or not less than Rs. 13,500	Group A
2.	A Central Civil post carrying a pay or a scale of pay with a maximum or not less than Rs. 9,000 but less than Rs. 13,500	Group B
3.	A Central Civil post carrying a pay or a scale of pay with a maximum of over Rs. 4,000 but less than Rs. 9,000	Group C
4.	A Central Civil post carrying a pay or a scale of pay the maximum of which is Rs. 4,000 or less	Group D

Progress made till date

By 1900, India's railways network had become the fifth largest in the world. Locomotives—steam, diesel, and electric engines—and rolling stock including coaches, all of which were formerly imported, were now produced locally. Some of the engines were real behemoths—locomotives weighing up to 230 tons, electric engines of 6,000 horsepower, and a 123-ton diesel engine with 3,100 horsepower. In 1862 the world's first double-decker train was introduced. India boasts the longest railway platform in the world, 2,733 feet [833 m], at Kharagpur in West Bengal, and the longest covered platforms, at 1,000 feet each, at Sealdah in Calcutta.

The first trains ran on broad-gauged tracks. Later, to save money, meter gauge was introduced along with narrow gauge for the hills. In 1992, Project Unigauge got under way, and to date almost 5,000 miles [about 7,800 km] of track has been converted from narrow and meter gauge to broad gauge.

Mumbai's suburban trains carry millions of commuters and seem to be permanently packed beyond capacity. Calcutta's underground metro can daily carry 1.7 million passengers. Chennai (formerly Madras) has India's first elevated rail system. Computerized booking and multimedia information kiosks are recent additions. This is a very busy and progressive giant.

GROWTH OF ASSETS

Route Kilometers

The Indian Railways has three gauges: broad gauge (1.676 meter), meters gauge (1 metre) and narrow gauge (0.762 and 0.610 metre). In 1950-51, the combined route kilometres of these gauges were 53,597. In 1995-96 the route length rose to 62,915 km showing a total increase of 9,336 m which represents an increase of 17.42 per cent and an average annual increase of 0.38 percent which was the highest in the Sixth Plan (2.9 per cent), followed by the First Plan (1.3 per cent).

Electrified route kilometers

Electrification in the Indian Railways started in 1925, but remained confined mostly to suburban traffic. Till 1955-56, the electrified route kilometers was just 388 which increased to 748 by 1960-61, registering an increase of 92.7 percent at an average growth of 18.5 per cent per year. The average annual growth rate till 1995-96 was 388. The electrified route length was 0.72 per cent of the total route length in 1950-51 which went up to 19.5 per cent in 1995-96.

Gauge-wise breakup of total route kilometers

Out of the three gauges, the broad gauge predominates with 25,292 km. It constituted 47.13 percent of the total route kms in 1951. Over the years, it has been increasing and in 1996 it was 40,620 km, (25,556 km single line and 15,064 km double/multiple line) forming 64.5 per cent of the total route km of 62,915. With a route length of 24,185 km, the metre gauge accounted for 45.12 per cent of the total route km in 1950-51. It increased to 25,865 km in 1970-71. Thereafter, mainly due to conversion of metre gauge routes to broad gauge routes, it declined to 18,501 km (18,408 km single line and 93 km double/multiple line) in 1995-96 and constituted 29.4 per cent of the total route kms.

Gauge conversion

The conversion of metre and narrow gauges into broad gauge has been an ongoing programme. However, in 1970-71, it was decided not to construct any more metre and narrow gauge railway lines. It was also decided to convert the railway lines of these gauges into broad gauge so as to have a uniform broad gauge in the country.

✓ Railway stations

In 1950-55, the number of railway stations in the country was 5,976 which gradually rose to 7,068 in 1995-96.

LOCOMOTIVES

✓ Steam locomotives

In 1950-51 there were 8,120 steam locomotives which gradually increased to 10,810 in 1963-64. Since it was decided to phase out the steam locos, their number started declining from 1964 onwards. In 1995-96, the Indian Railways had only 209 steam locos in operation.

✓ Diesel locomotives

The number of diesel locos in 1950-51/1951-52 was 17 which went up to 28, and finally 45 at the end of the First Plan. Since then the number has been continuously rising and increased to 1,069 during the first year of the Fourth Plan. With rapid phasing out of steam locos, the number of diesel locos rose to 4,313 in 1995-96.

✓ Electric locomotives

In 1950-51, the number of electric locos was 72 and these were mostly employed on suburban traffic routes. This number reached the four-figure mark in 1980-81 and finally shot to 2,387 in 1995-96.

Coach Stock

✓ Passenger Coaches

In 1950-51, the number of passenger coaches was 13,022 which increased to 29,734 in 1995-96.

✓ Wagons

The number of wagons in the railways has been varying from time to time due to replacements or repairs. In 1950-51, their number was 2,05,596 and in 1995-96 it was 2,80,791.

✓ EMU coaches

In 1950-51, the number of EMU coaches was just 460. With the rising demand of suburban traffic their number has been increasing steadily and it was at 3,692 in 1995-96.

☛ Manpower

Indian Railways had a regular staff of 9.14 lakh in 1950-51 which increased to 16.54 lakh in 1991-92. Thereafter, the number declined to 15.86 lakh in the year 1995-96. In 1995-96, the number of daily wage worker was nearly 57,000. In 1950-51, the average yearly wage per employee was Rs 1,263 which increased to Rs 59,219 in 1995-96.

The Indian Railways has 19 recruitment boards in the country. Its training units are: Railway Staff College, Vadodara; Indian Railway Institute of Civil Engineering, Pune; Indian Railway Institute of Signal Engineering and Telecommunications, Secunderabad; Indian Railway Institute of Mechanical and Electrical Engineering, Jamalpur and Indian Railways Institute of Electric Engineering, Nasik.

Growth of Traffic

☛ Freight traffic

In 1950-51, the freight traffic on railways was 93 million tonnes originating, of which the revenue-earning traffic was 73.2 million tonnes originating. Since then, both the total traffic and the revenue-earning traffic have been showing an upward trend though not consistently and have increased to 405.5 and 390.7 million tonnes originating respectively in 1995-96 with an annual average growth rate of 5.38 and 6.39 per cent respectively. The increase in revenue-earning traffic in recent years, particularly during the last five years, has been largely the result of reduction in the volume of non revenue-earning traffic.

☛ Passenger traffic (suburban)

At the beginning of the First Five-Year Plan, suburban passenger traffic on the Indian Railways was 412 million passengers originating. The suburban traffic over the years rose steadily and reached the figure of 2,430 and 2,484 million passengers in 1994-95 and 1995-96 respectively; the annual rate of increase in 1995-96 was 2.2 per cent over the figure for 1994-95.

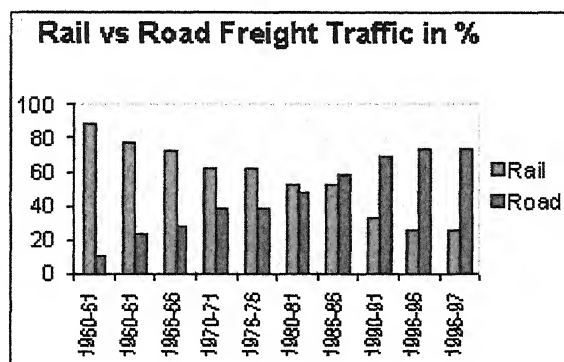
☛ Passenger traffic (non-suburban)

From 1951-52 to 1953-54, the non-suburban passenger traffic witnessed a decline from 872 to 753 million passengers originating with an average decline of 3.69 per cent annually. The traffic resumed upward movement

during the first two years of the Sixth Plan with an annual growth rate of 0.68 and 1.67 per cent. Incidentally, the 1,640 million passengers originating in 1981-83 was the highest ever. Since then, the number has witnessed wide fluctuations, declining by 8.30 per cent in 1983-84 and further by 2.8 per cent in 1984-85. Traffic increased by 6.9 per cent in 1985-86, and reached 1,485 million in 1994-95. It rose to 1,533 million passengers originating in 1995-96.

Freight Traffic Trends and Analysis

Freight traffic carried in Financial Year 1997-98 was 430 million tons, which is 5.5 % up over the previous year. An annual growth rate of 5 percent has been assumed for the Ninth Five year plan period. (Source: Government of India) with reference to the Fig.1 we can say that the Indian Railways freight traffic volumes have increased over the years but the railway's share of the total freight movement has reduced drastically.



(Source: Indian infrastructure report)

Railways freight traffic has come down from 89% in 1951 to 40% in 1995 with respect to the total freight traffic as can be seen in above Fig.

The main reason for this can be attributed to the fact that road sector has experienced booming growth, fast mode of transportation for short distances, can go for Door to Door Services and has been gradually eating out the rail freight traffic.

Future Outlook of the Industry

Despite a loss in terms of market share to the road industry, a growth rate of 5% is being assumed for the Ninth Plan period for railways and even higher growth rates will have to be achieved in the Tenth and Eleventh Plan in order to reverse the trends in modal split.



CHAPTER – 3



North Central Railway - Jhansi Division

- About North Central Railway
- Jurisdiction of North Central railway:
- Map Of Divisions of North Central Railway
- Organizational structure of personnel Department

ABOUT NORTH CENTRAL RAILWAYS

Geographically North Central Railway is the heart of Railway network and extends from (exclusive) in the North to MGS (exclusive) in the east and Bina (exclusive) in the South. This network spans over parts of UP., Haryana, Rajasthan & Madhya Pradesh. This has a total of 3062 route Kms, predominantly double line electrified section. This route from Ghaziabad to Mughalsurai is a part of golden quadrilateral. North Central Railways consists of 202 main line stations & 221 branch line stations. This Zone forms a corridor for trains almost directions viz. East to North and North to East a total of 29 pairs of M/Exp. Trains daily West/South to North and North to South/ West total 37 pairs of M/Exp. Trains daily East to South West & South West to East a total of 25 pairs of M/Exp. Trains daily East to West & West to East a total of 12 pairs of M/Exp. Trains Daily

North Central Railways has three divisions viz Allahabad, Jhansi & Agra, two electric loco shed-Jhansi & Kanpur total holding 267 Loco, one Wagon Repair Workshop/Jhansi, one Bogies Spring Workshop/Gwalior, one Diesel Loco Shed/Jhansi with over all electrification of 54.7% of B.G. track and hauls 84.7% of its traffic on electric traction. Total connected load (non-traction) of various utilities over NCR is 82024 KW and annual unit consumption is 112.15 MU. There are total 36 Railway Traction sub-station.

Serving the heartland of India, the NCR extends from Mughalsurai (excluding) on the east and Ghaziabad (excluding) Headquartered at Allahabad, the North Central Railways comprises of the following three divisions.

1. Allahabad
2. Jhansi
3. Agra

NCR also has workshops at Jhansi and Sithouli (Gwalior).

The NCR has total staff strength of 69,644.

Jurisdiction of North Central Railways:

Jurisdiction of the three divisions of North Central Railway is given as under:

MATHURA DIVISION

1. Mathura to Alwar (exc1),
2. Agra to bandikui (exc1),
3. Agra to Palwal (exc1),
4. Mathura to Vrindavan (MG),
5. Mathura to Achnera(MG),
6. Agra to Tundla (exc1),
7. Agra to Bayana (exd),

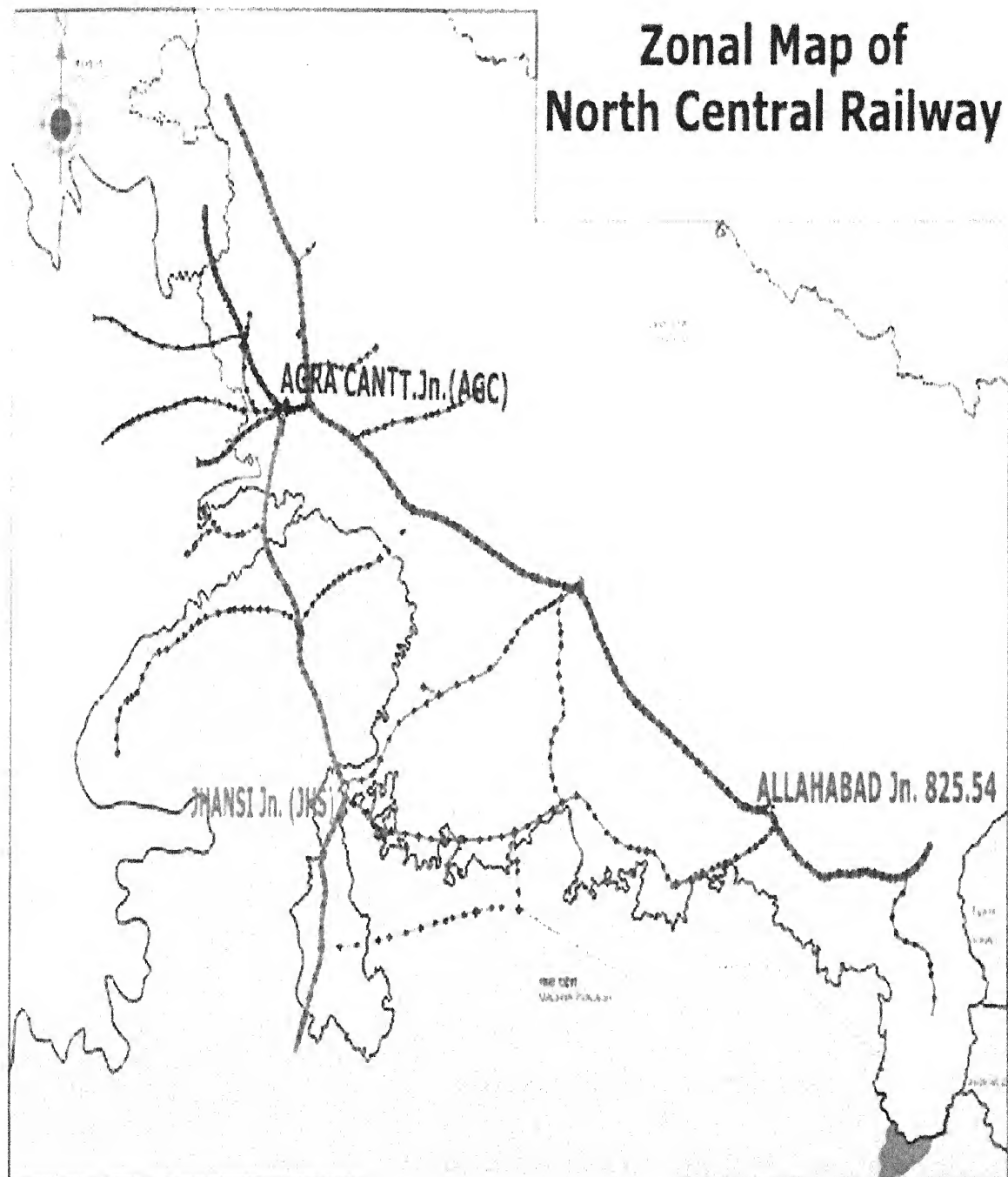
ALLAHABAD DIVISION

1. Mugal Sarai (Exd) to Ghaziabad(Exc1),
2. Aligarh to Harduaganj,
3. Shikohabad to Farukhabad(exd}
4. Hathras In. to Hathras Quila,
5. Barhan to Etah
6. Chunar to Chopan(exd).

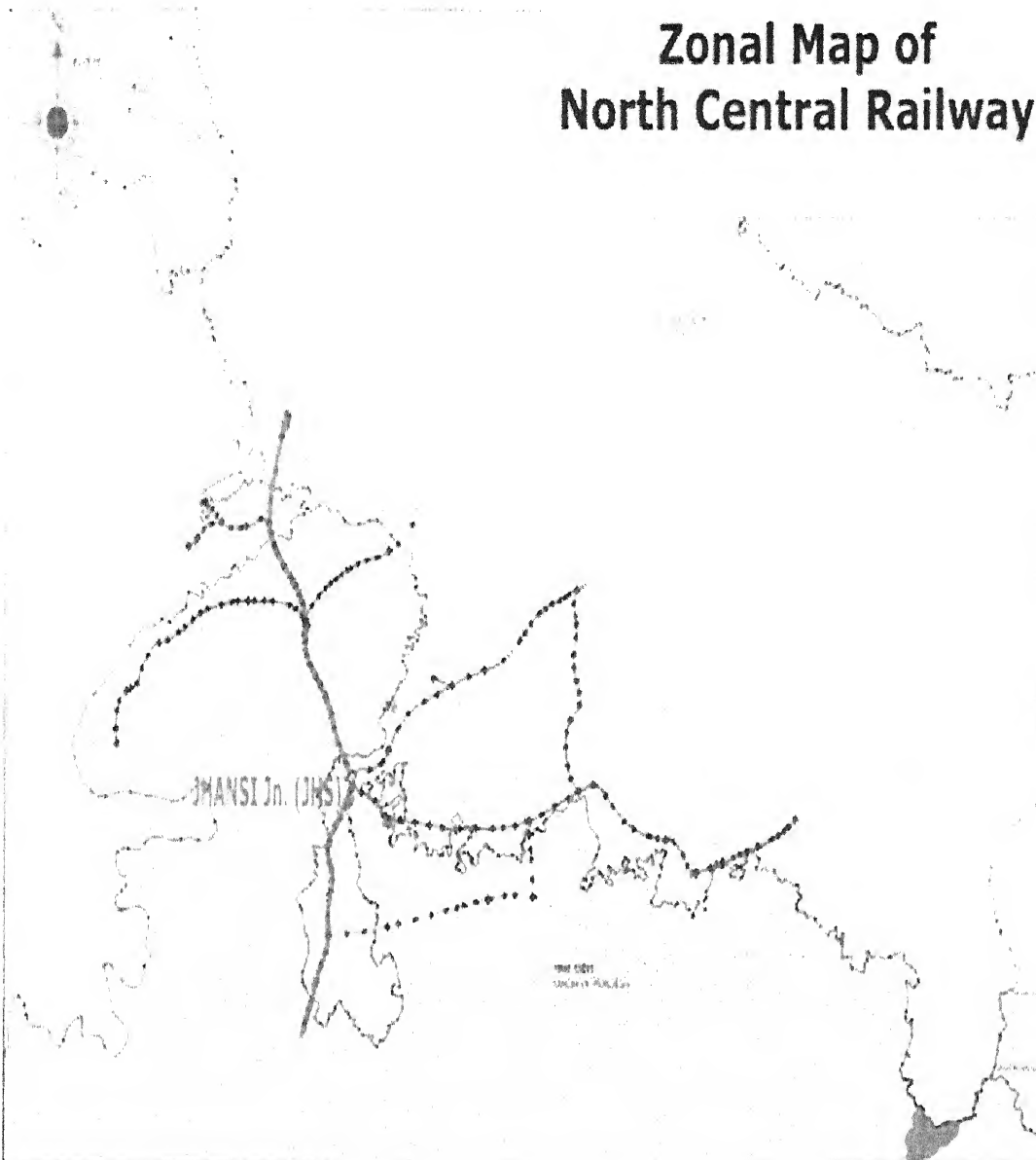
JHANSI DIVISION

1. Agra Cantt (Exd) to Bina (exd),
2. Jhansi to Kanpur Central (exc1) Jhansi to Manikpur,
3. Ait to Konch,
4. Gwalior to Bhind (BG),
5. Bhimsen to Khairar,
6. Dhaulpur to Sirmutra (NG),
7. Mohari to Tantpur (NG),
8. Gwalior to Sheopur (NG),
9. Naini (excl) to Manikpur.

MAP OF DIVISIONS OF NORTH CENTRAL RAILWAYS



Zonal Map of North Central Railway



PERSONNEL SUPERVISION

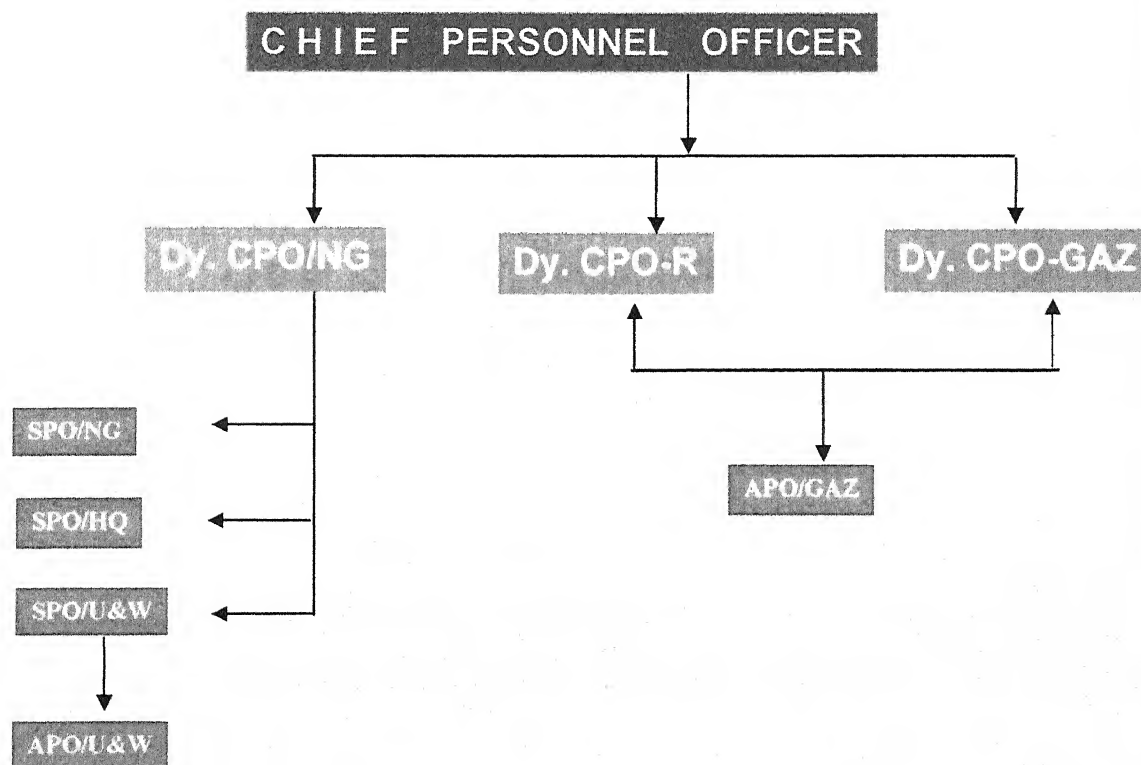
Productivity depends not only on "technological factors alone hut it is equally dependent on the job- performance of the workers. This performance again is dependent on the workers morale and motivation to work. When the personal needs of a man are satisfied that will surely help to a great extent creating a good morale but that alone may not lead to high Productivity unless it is accompanied by a good motivation, which may be judged only on the workers' attitude towards the objectives of the organization to which they are attached. Management has therefore to be very much vigilant towards the attitudes, of its workers and it calls for objective analysis on the different causes to any negative approach of the workers in their performance with a

view to Overcome them. The management has to analyze and diagnose the workers' needs for meeting them as far as possible and making an effort to integrate these needs with those of the organization's objectives. To achieve this, the most essential thing which is required of is the good leadership approach and for this in organizations where there are efficient and sincere leader's supervisors better performance may be derived from their workers. They may also guide the workers for better performance of a job.

ORGANIZATIONAL STRUCTURE OF PERSONNEL DEPARTMENT

ORGANISATION CHART

Personnel Department



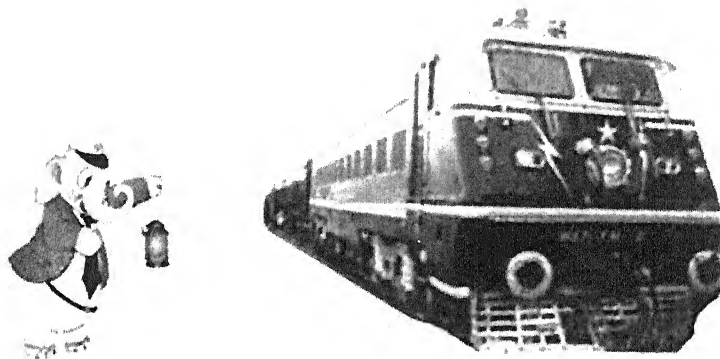
Where Dy.CPO= Deputy Chief Personnel Officer

SPO=Senior Personnel Officer

APO= Assistant Personnel Officer



CHAPTER – 4



Job Satisfaction

- Meaning of job satisfaction
- Nature of job Satisfaction
- Theories of job satisfaction
- Factors affecting job Satisfaction
- Job Satisfaction & its Relationships
- Consequences of Job Satisfaction/Dissatisfaction
- Management Techniques Designed To Increase Job Satisfaction

The relationship between man and work has attracted the attention of philosophers, scientists and novelists. A major part of man's life is spent at the place of work. The nature and significance of work is important as it occupies so much of man's life span.

The term job satisfaction was brought to lime light by Hoppock, he reviewed 32 studies on job satisfaction conducted prior to 1933. According to him, job satisfaction is a combination of psychological, physiological and environmental circumstances that cause a person to truthfully say "I am satisfied with my job"

A person's job is more than just the obvious activities of shuffling papers, waiting on customers or driving a truck. Jobs require interaction with co-workers and bosses; following organization rules & policies; meeting performance standards; living with working conditions that are often less than ideal and the like .. Job to an individual is not only a means of earning living but also serves other functions of an individuals like his expectations of job and rewards that the job provides. This means that an employee's assessment of how satisfied or dissatisfied he or she is with his/ her job is a complex summation of number of discrete Job elements. This assessment of employees is very important to management because they affect organizational behaviour. Specific employee attitudes relating to job satisfaction and also towards organizational commitment are of major interest to the field of Organization Behaviour.

Therefore in simple words we can say that job satisfaction is simply how people feel about their jobs and different aspects of their jobs. It is the extent to which people like (satisfaction) or dislike (dissatisfaction) their jobs. As is generally assessed, job satisfaction is an attitudinal variable. In this context, job satisfaction can be considered as a global feeling about the job or as a related constellation of attitudes about various aspects or facets of the job.

JOB SATISFACTION – ITS MEANING

A major part of man's life is spent in work, which is social reality and social expectation. Even then, only economic motive has never satisfied man. It is always of greater interest to know why man works and at which level and how he / she is satisfied with the job.

The term job satisfaction was brought to limelight by Hoppock. He reviewed 32 studies on job satisfaction conducted prior to 1933. Hoppock (1935) defined

job satisfaction as "any combination of psychological, physiological, and environmental circumstances that causes a person truthfully to say, 'I am satisfied with my job'" .Employees may be satisfied with some aspects of their jobs, while being dissatisfied with others. It is assumed that employees are able to balance the specific satisfactions against the specific dissatisfactions and arrive at a composite satisfaction with the job as a whole (Hoppock, 1935). According to Poling(1990), the best predictor of job satisfaction is when the employees' personal values match those of the organization.

When considering job satisfaction, demographic variables should be considered to thoroughly understand the possible factors that lead to job satisfaction and dissatisfaction.

Herzberg, Mausner, Peterson, and Capwell (1957) identified several characteristics of satisfied/dissatisfied workers. They indicated that morale is high when people first start their jobs. Morale decreases during the next few years and remains at a relatively low level until workers are in their late twenties or early thirties. At this time, job satisfaction levels begin to rise and continue to rise through the remainder of the workers' careers. The same trend is found in regard to a worker's length of service. Workers begin with high morale, which drops during the first year and remains low for a number of years. Then as length of service increases, job satisfaction levels tend to rise.

Job satisfaction is a complex and multifaceted concept, which can mean different things to different people. Job satisfaction is usually linked with motivation, but the nature of this relationship is not clear. Satisfaction is not the same as motivation. "Job satisfaction is more an attitude, an internal state. It could, for example, be associated with a personal feeling of achievement, either quantitative or qualitative." In recent years attention to job satisfaction has become more closely associated with broader approaches to improved job design and work organization, and the quality of working life movement.

Employee job satisfaction is a function of intrinsic and extrinsic rewards offered by a job. It is a function of the status associated with job level; employee job satisfaction is a function of work values. Intrinsic rewards include the achievement of the task, whereas extrinsic rewards include pay, promotion, and good relationships in the workplace. Task, status, monetary reward, and social relationships (or a team dimension) are four essential factors of job satisfaction. If people feel fairly treated from the outcomes they receive, or the processes used, they will be satisfied.

It is essential to highlight the important aspect of job satisfaction before giving the definitions. Therefore, there are three general accepted dimensions to job satisfaction.

1. Job Satisfaction is an emotional response to a job situation. As such, it can not be seen; it can only be inferred.
2. Job satisfaction is often determined by how well outcomes meet or exceed expectations.
3. The term "job satisfaction" and "job attitudes" are typically used interchangeably.

Although there are many different work attitudes, job satisfaction is a central construct that has dominated the attention of both front line managers and social scientists.

According to "Edwin Lockes"

"Job satisfaction is a pleasurable feeling that results from the perception that one's job fulfills or allows for the fulfillment of one's important job values." This definition reflects three important aspects of job satisfaction.

First, job satisfaction is a function of values, defined as "what a person consciously or unconsciously desires to obtain." For example, some business culture might value hiring people and helping them develop, rather than firing them and leaving them jobless.

Second, this definition emphasizes that different employees have different views of which values are important, which is critical in determining the nature and degree of their job satisfaction. One person may value high pay above all else; another may value the opportunity to travel; another may value staying within a specific geographic region.

The third, important aspect of job satisfaction is perception. What matters is our perception of our present situation relative to our values. An individual's perception may not be a completely accurate reflection of reality, and different people may view the same situation differently.

According to" Dale Yoder"

"Job satisfaction is regarded as the composite of attitude of individual employees towards their job and relationship they create".

According to " Keith Davis & Newstrom"

"Job satisfaction is a set of favorable or unfavorable feeling with which employees view their work."

Spector (1997:2) says job satisfaction is simply how people feel about their jobs and different aspects of their jobs. It is the extent to which people like (satisfaction) or dislike (dissatisfaction) their jobs. As is generally assessed, job satisfaction is an attitudinal variable. In this context, job satisfaction can be considered as a global feeling about the job or as a related constellation of attitudes about various aspects or facets of the job.

According to Gibson et al, (2000:352 - 353) job satisfaction may be defined as an individual's expression of personal well-being associated with doing the job assigned.

Job satisfaction depends on the level of intrinsic and extrinsic outcomes and how the jobholder views those outcomes. These outcomes have different values for different people. For some people, responsible and challenging work may have neutral or even negative value depending on their education and prior experience with work providing intrinsic outcomes. For other people, such work outcomes may have high positive values. People differ in the importance they attach to the job outcomes. Those differences would account for different levels of job satisfaction for essentially the same job tasks.

An investigation done by Cheung and Scherling (1999:563) concurs with the above findings. For example, Tuch & Martin (1991) in Cheung and Scherling (1999:563) have shown that employee job satisfaction is a function of intrinsic and extrinsic rewards offered by a job; Cox & Nkomo (1991); Morrow & McElroy (1987) in Cheung and Scherling (1999:563) said employee job satisfaction is a function of the status associated with job level; Drummond & Stoddard (1991) in Cheung, and Scherling (1999:563) said employee job satisfaction is a function of work values. Lambert (1991) in Cheung, and Scherling (1999:563) says intrinsic rewards include the achievement of the task, whereas extrinsic rewards include pay, promotion, and good relationships in the workplace. This reward thesis has been used to explain sex differences in job satisfaction. Furnham & Gunter (1993); Neil & Snizek (1987) in Cheung, and Scherling (1999:563) have shown that task, status, monetary reward, and social relationships (or a team dimension) are four essential factors of job satisfaction. De Vaus & McAllister (1991); Shuka, Sarna, & Nigam (1989) in Cheung, and Scherling (1999:563) showed that these four

factors are also important dimensions of work values. Wright, Bengtsson, & Frankenberg (1994) in Cheung, and Scherling (1999:563) claim that these four factors are the basis of the reward thesis, which explains higher job satisfaction by the intrinsic and extrinsic rewards offered by promotion.

Bateman and Snell (1999:458) say if people feel fairly treated from the outcomes they receive, or the processes used, they will be satisfied. However, these authors hasten to caution that a satisfied worker is not necessarily more productive than dissatisfied one; sometimes people are happy with their jobs because they don't have to work hard! But job dissatisfaction, aggregated across many individuals, creates a workforce that is more likely to exhibit

- 1) Higher turnover;
- 2) Higher absenteeism;
- 3) lower corporate citizenship;
- 4) More grievances and lawsuits;
- 5) Strikes;
- 6) Stealing, sabotage, and vandalism; and
- 7) Poorer mental and physical health (which can mean high job stress, higher insurance costs, and more lawsuits).

All of these consequences of job dissatisfaction, either directly or indirectly, are costly to organizations. Reece and Brandt (1996:234) identified the importance of the emotional factor at work. Emotions play a critical role in the success of every organization, yet many people in key decision-making positions – leaders with outstanding technical and financial skills – fail to understand the important role emotions play in a work setting. In part, the problem can be traced to leadership training that emphasizes that “doing business” is a purely rational or logical process. These authors further emphasize that the cost of ignoring the emotional factor at work can be costly to companies in the form of lawsuits, resignation and death of valuable employees, etc.

In particular, people's perceptions are often strongly influenced by their frame of reference. A frame of reference is a standard point that serves as a comparison for other points and thus provides meaning. For example, an upper-level executive who offers a 6 percent salary increase to a lower-level manager might expect this to make the manager happy because the inflation (the executive's frame of reference) is only 3 percent. The manager, on the

other hand, might find the raise quite unsatisfactory because it is less than 9 percent raise received by the manager's colleague, who does similar work (the manager's frame of reference). A person's frame of reference often reflects one's average past experience. It may also reflect one's perceptions or other people's experience (i.e. his or her reference group). Thus, values, perceptions, and importance are the three components of job satisfaction. People will be satisfied with their jobs as long as they perceive that their jobs meet their important values.

NATURE OF JOB SATISFACTION

Job satisfaction is an integral component of organizational climate and an important element in management-employee relationship. Job satisfaction, in simple words, is an individual's emotional reaction to the job itself. The management philosophy has undergone a tremendous revival to the extent that from top management to bottom level is now concerned with Human Resource Management and their level of Job Satisfaction.

In short it can be said that, job satisfaction is a synchronization of what an organization requires of its employees and what the employees are seeking of the organization. Considering that people spend roughly one-third of their lives at work, and that what we do to earn a living represents a central aspect of how we think of ourselves as individuals, such strong feelings should not be surprising. Formally, we may define job satisfaction as individuals' cognitive, affective, and evaluative reactions toward their jobs.

Perhaps, one way to define job satisfaction may be to say that it is the end state of feeling. The word "end" emphasizes the fact that the feeling is experienced after a task is accomplished or an activity has taken place whether it is a highly individualistic effort of writing a book or a collective endeavor of constructing a dam. These tasks and activities could be very minute or large, observable or experienced but in all cases they have to satisfy a certain need. The feeling could be positive or negative depending upon whether need is satisfied or not and could be a function of the efforts of the individual on one hand and on the other the situational opportunities available to them.

As a result the scope of HRM lies, as it develops cordial relationship between workers and management, develops or creates situations in organizations for the employees to enjoy their work and gain substantial Job Satisfaction and

also to gain employees sense of accomplishments through their work. It also leads to organizational efficiency, worker's productivity and management gets enlightened workforce. A good HRM policy would improve the possibility for industrial peace, which is badly needed in India nowadays.

In order to understand job satisfaction, perhaps, the first step is to demarcate the boundaries among such terms as attitude, motivation, and morale. Motivation implies the willingness to work or produce. A person may be talented and equipped with all kinds of abilities and skills but may have no will to work. Satisfaction, on the other hand, implies a positive emotional state, which may be totally unrelated to productivity. A closer analysis reveals that they measure two different anchor points; attitudes are predispositions that make the individuals behave in a characteristic they are precursors to behavior and determine its intensity and direction while Job satisfaction is an end-state of feeling; which may influence subsequent behavior. In this respect job attitudes and job satisfaction may have something in common.

According to Vroom-Job Satisfaction is a nebulous concept, when any individual joins an organization and carries out his duties and assigned work, he wants to satisfy his all kinds of needs whether it is economic, social and psychological needs. When an employee does not feel satisfied with his job, negative attitudes towards work may develop in his mind. This way, he finds oneself unable in concentrating at the work. On the other hand if he feels satisfied, he will contribute best of his efforts to the best of his efficiency and capability towards the achievement of the predetermined objectives of the enterprise or organization. It can be said that Job Satisfaction is set of favorable or unfavorable feelings with which employees view their jobs, more specifically the nature of jobs they do, the quality of supervision they receive, co-worker's pay and perks and promotional avenues. It affects job performance, employee's turnover, and absenteeism. High job satisfaction results into high work performance, less employee turnover and less absenteeism Job Satisfaction therefore is a specific subset of attitudes. Employee feels satisfied and happy while working on the job or after completing jobs. They develop some general attitude while they interact with each other, with the general public, customers, managers, and administration and also with the members of their societies. Employees may also feel fully satisfied, moderately satisfied or highly satisfied. Similarly they may also develop negative attitudes on the satisfaction scale. Task varieties, significance and characteristics are the important factors for providing Job Satisfaction to employees. Sometimes the employee's perception may not be

in consonance with reality it may be a myth. However, cognitive satisfaction is the most important factor to understand employee's Job Satisfaction. The group generates industrial morale by accepting group of employees through adherence to common goals. Managers need to pay attention to Job Satisfaction constantly.

Job Satisfaction may refer to either a person or group of people. Job Satisfaction is important for the study of human behavior because it represents general human conditions. It requires attention, diagnosis, and treatment, just as health does. It is part of life satisfaction. The nature of one's environment of job does affect one's feelings on the job. The result of various studies and experiments is that satisfaction arises from a complex set of circumstances in the same way as the motivation does. There are only few easy paths to better Job Satisfaction

As a result Job satisfaction has become an integral component of organizational health and an important element in management-worker relationship. A satisfied employee proves to be an asset for the organization. Many factors effect job satisfaction, such as wages or salary, status and designations, working conditions and environment, family problems, efficiency and effectiveness of the employees, interest in the work, promotion policy, grievance handling machinery, performance appraisal methods, training and human relations in industries etc. job satisfaction is good not only for employees but for employers too as it increases productivity and decreases staff turn over and absenteeism.

THEORIES OF JOB SATISFACTION

VIE Theory

This theory is derived from the Expectancy model of Vroom by Porter and Lawler (1968). In addition to three basic components of valence, instrumentality, and expectancy, this model incorporates abilities and traits, role perceptions, intrinsic and extrinsic rewards, and the perceived equity of the rewards. The model assumes that, for an effort to translate into a desired level of performance, the person must have the ability to perform well (abilities and traits), and he must understand the demands of his job (role clarity). The model acknowledges that people work for both extrinsic rewards, such as money and promotions, and intrinsic rewards, such as pride in one's work and a sense of accomplishment. The model also assumes that

the level of performance a person attains will affect the level of rewards he perceives to be equitable. Specifically, if a person expends a great amount of effort that culminates in high performance levels, he will perceive that he deserves a substantial reward (Dipboye, Smith, and Howell, 1994: (116-117).

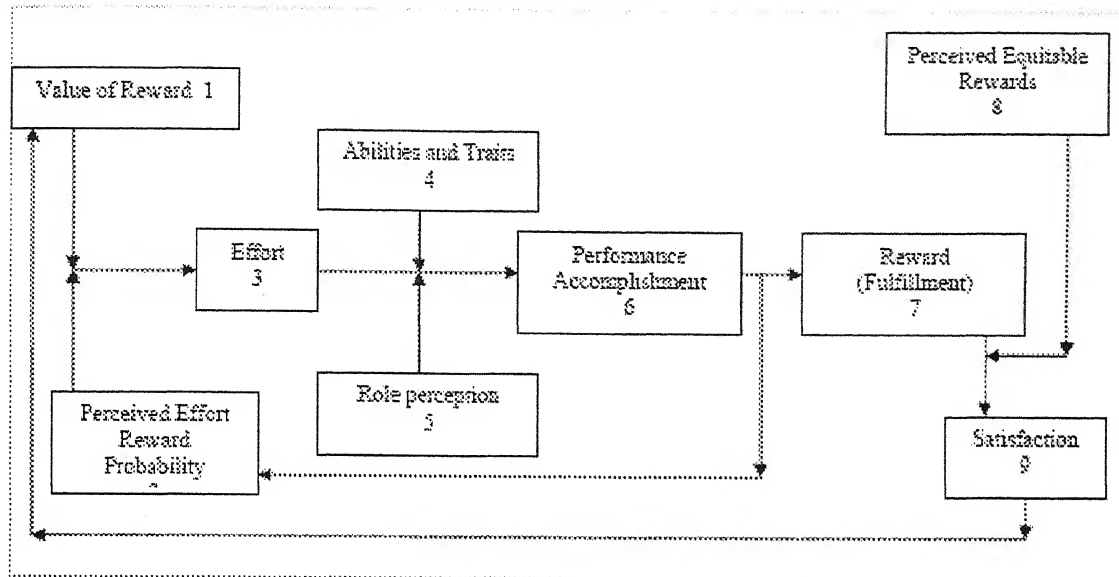


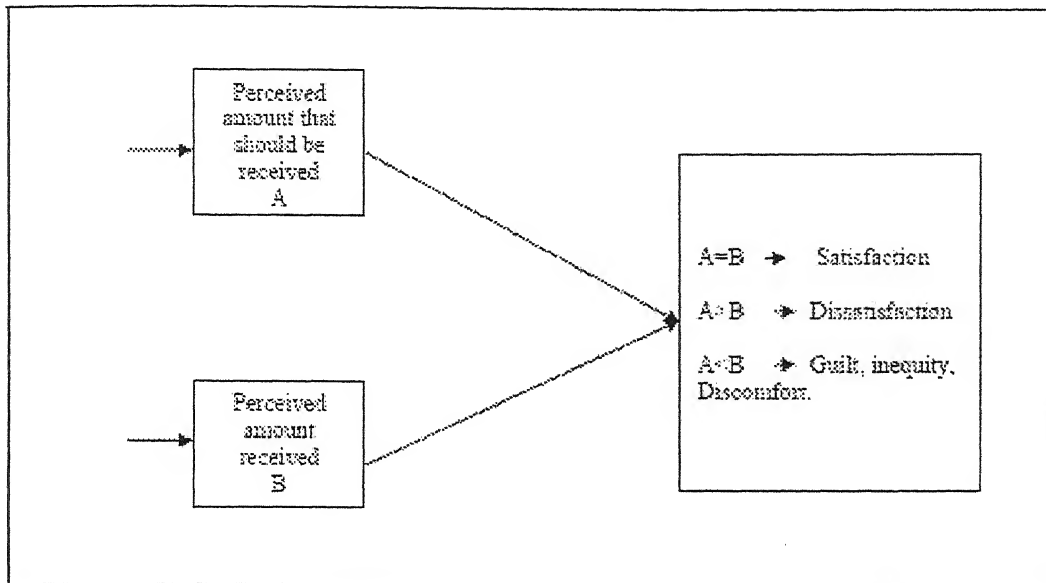
Figure : The Porter-Lawler's (1968) Model of motivation and job satisfaction.

Comparison Theory

Lawler (1973) in Dipboye, Smith and Howell (2000) incorporated the concepts of attained versus desired needs in his model of facet satisfaction. This model is an extension of the Porter-Lawler (1968) of motivation explained above. It is a facet satisfaction model because satisfaction with various components or facets of a job, such as supervision, pay, or the work itself, is considered. Lawler's model specifies that workers compare what their jobs should provide in terms

A simple interpretation of the facet model of satisfaction is that:

- If the employee perceives that the amount that should be received (A) is equal to the amount received (B), the worker will be satisfied or happy.
- If the employee perceives that the amount that should be received (A) is greater than the amount received (B), the worker will be dissatisfied or unhappy.



Lawler's (1973) Model of Facet Satisfaction

- If the employee perceives that the amount that should be received (A) is smaller than the amount received (B), the worker will feel guilty, uncomfortable because of the perceived inequity of job facets, such as promotions and pay, to what they currently receive from their jobs.

However, simple need comparison theory is extended by also weighing the influence of certain worker characteristics (such as skills, training, and age) and job characteristics (such as degree of responsibility and difficulty). In addition, the model draws concepts from the equity theory of motivation by assuming that workers ultimately determine their job satisfaction by comparing their relevant job inputs and outputs to referent (comparison) others (Dipboye, Smith and Howell, 2000:149-150).

Opponent Process Theory

Another interesting theory of job satisfaction is that of Landy (1978) which hypothesizes that job attitudes emanate from a person's physiological state. Opponent process theory assumes that when you experience an extreme emotional state, central nervous system mechanisms attempt to bring you back to a state of emotional equilibrium or neutrality. In returning to neutrality, the emotional state may even surpass equilibrium and progresses to the opposite emotional state. For example, when you were first appointed to your job, you probable felt happy, even elated. This positive emotional

state waned over time to a neutral state or perhaps to a slightly depressed or unhappy state. Opponent process theory presents an intriguing explanation of why job attitudes change over time and why workers may become bored with jobs they once found satisfying. It does not explain, however, why some workers are continually either very satisfied or dissatisfied with their jobs. The theory has also not been empirically tested, so we cannot judge whether it is a viable theory of job satisfaction (Dipboye, Smith and Howell, 2000:152-153).

Equity Theory

Equity theory also contains a social element in which the individual compares his or her inputs and outcomes to those of other. It predicts that too much of a good thing is dissatisfying that is receiving more than that is equitable will produce less satisfaction

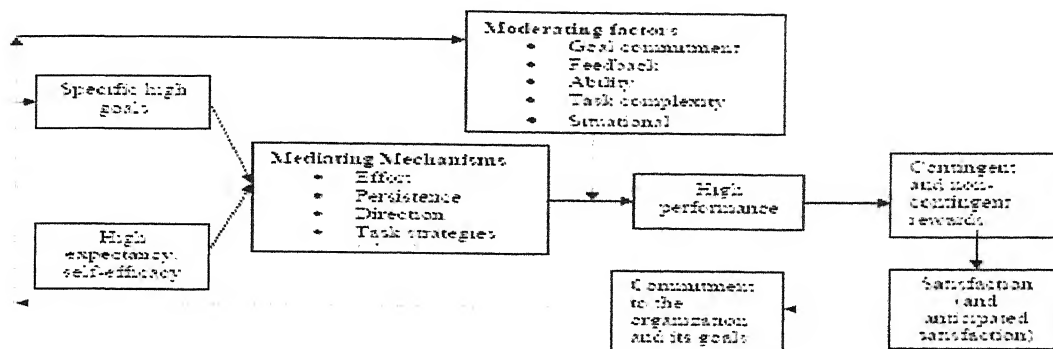
Instrumentality theory

A second view of job satisfaction is that individuals calculate the degree to which the job is satisfying by considering the extent to which the job leads to valued outcomes. It is assumed that the individuals have a set of judgments about how much they value certain outcomes such as pay, promotion, food or working conditions. They then estimate the extent to which holding the job leads the each of these outcomes. Finally by weighing the per received value of each outcomes in set, the individual arrives at an estimate of the satisfaction he or she feels will come from the job.

High Performance Cycle Theory

The High Performance Cycle theory is really an integration of work motivation and job attitude theories. This model uses the motivational framework of goal setting theory and predicts that high goals and high success expectations lead to high performance. Just as people are motivated to satisfy their needs on job, they are also motivated to strive for and attain goal. The basic idea behind Locke and Latham's theory is that a goal serves as a motivator because it compares their present capacity to perform that requires succeeding their goals. Goals also improve performance because they provide information about how well one is performing a task. High performance, in

turn, produces rewards, satisfaction, and commitment to future goals. The model also considers the influence of personal and situational factors, such as ability and task complexity.



Locke and Latham's (1990) High Performance Cycle

Social Influence theory

Salancik and Pfeffer (1997) questioned comparison theories of job satisfaction and suggested that perhaps people decide how satisfied they are with their jobs not by processing all kinds of information about it but by observing others on similar jobs and making inferences about others' satisfaction. In a sense they are saying that individuals may come into a new job not knowing how satisfied they will be with it. They look around and see others like themselves who are satisfied with it and these observations influence how satisfied or dissatisfied they are with their jobs.

Social influence theory of job satisfaction is interesting because it recognizes the social nature of work and suggests a way of determining job satisfaction that has been ignored for a long time. It seems obvious those social factors do influence satisfaction and that they deserve more attention they have received in the past.

FACTORS AFFECTING JOB SATISFACTION

Psychological Factors

a) Attitudes towards Work

This category measures various dimensions of work and people's jobs. These measures are not analogous to a job analysis, where the actual tasks and behaviors required for those tasks are delineated. Rather, attitude scales measure the perceptions of a given position. These perceptions can affect how well individuals perform in their positions. There are numerous factors that affect job satisfaction which can be measured, and include such issues as, role clarity, role conflict, autonomy, participation in decision making, and job involvement.

Role Clarity is knowledge of exactly what behavior is expected in one's job, e.g., knowing what one's responsibilities are, and by knowing beforehand one's responsibilities one can perform efficiently and effectively which ultimately leads to job Satisfaction

Role Conflict is the extent to which two or more pressures occur together such that complying with one would make doing the other more difficult e.g. bending a rule or policy in order to carry out an assignment. If one has to perform without facing any role conflict, they feel more motivated & Job Satisfied than others.

Autonomy is the extent to which employees have a say in the scheduling of their tasks, as well as decisions regarding the procedures to be followed and equipment to be used in their work, e.g. one is able to act independently of their supervisor in performing their job function. The greater is the degree of autonomy and responsibilities, the higher satisfaction tends to be. Hence it has been found that autonomy also affects the level of Job Satisfaction.

Participation in Decision Making is the extent to which employees participate in setting the goals and policies of the organization, e.g. if one can help in making decisions which affect their work. If employees are consulted from time to time they generally feel that they know much about their jobs and experience a feeling of contentment, which provides them Job Satisfaction, which ultimately leads to enhance the moral of the individual. It has been found that people with high moral values are more motivated & satisfied with their jobs.

Job Involvement is the degree to which employees are committed to and

involved in their jobs e.g. not minding spending a half-hour past quitting time if one can finish a task. The more the employees are committed the more will be the level of job satisfaction. Higher job involvement leads to higher levels of dedication and productivity in workers

Attitudes have negative beliefs and feelings but these may predispose people to behave in ways consistent with these attitudes, for example, it would not be surprising to find that someone who does not like members of a certain minority group, refuse to work alongside someone who belongs to that group, or even to sit next to such an individual in the company cafeteria.

Hence it can be concluded that Employee Attitude are important to monitor, understand, and manage. They develop as the consequences of the feelings of equity or inequity in the reward system, as well as from supervisory treatment. Hence managers should be particularly concerned with job satisfaction, job involvement and organizational commitment. Job Dissatisfaction may lead to increased absenteeism, turnover and other undesirable behaviors.. High performance and equitable rewards encourage high satisfaction through performance satisfaction effort lop. Higher satisfaction usually is associated with lower turnover and fewer absences.

b) Mentally challenging work

Employees tend to prefer jobs that give them opportunities to use their skills and abilities and offer a variety of tasks, freedom, and feedback on how well they are doing. These characteristics make-work mentally challenging. Jobs that have too little challenge create boredom but too much challenge creates frustration and feelings of failure. Under conditions of moderate challenge, most employees will experience pleasure, motivation and satisfaction.

c) Validation

When it's lacking people are cubby holed in various corners of the system -- to such a degree that the corner is all they see. The work grinds on endlessly, giving people few opportunities to sit back and take in the results of their efforts. Customer contact is limited to chance encounters, most of which involve complaints. Contact with customers (internal and

external) is a routine part of doing business, giving employees a first-hand view of how their products/services are used.

d) Mood

We all know that mood has an affect on people's attitudes toward life and work. Feelings and moodiness carryover from situation to situation. Mood swings within two dimensions - positive and negative. People with high positive effect of moods are those that feel a zest for life, are active and enthusiastic. People with low affective moods are drowsy, dull and listless. The other dimension represents the negative impact of moods. People possessing a high negative effect of mood are distressed, fearful, nervous and possibly angry. On the other hand a low negative affective mood, characterized by a state of calm and a relaxed attitude. Decisions made as a result of high positive mood are quite different from those resulting from a high negative mood.

e) Stress

When the stress accumulates continuously for a longer period of time job satisfaction becomes low. Jobs are more stressful if they interfere with employees' personal lives or are a continuing source of worry or concern. The stress also accumulates if an employee is not able to make a balance with job work and personal life, if the work is not evenly (fairly) distributed within work teams. Stress may also result due to lack of review work procedures in order to remove unnecessary "red tape" or bureaucracy in the organization or system to minimize the stress in the employee the supervisors should try to manage the number of interruptions employees have to endure while trying to do their jobs. Some organizations utilize exercise or "fun" breaks at work in order to reduce and eliminate the accumulation of stress because stress has reciprocally related to Job Satisfaction.

ORGANIZATIONAL FACTORS

a) Organizational Commitment

Recent workforce trends, such as downsizing and re-engineering, have jeopardized employee commitment and morale in organizations. How an organization sustain commitment in these tumultuous times can

depend on a number of factors, like issues such as job security, loyalty, trust in management, identification, alienation and helplessness etc.

Layoff Survivor Sickness is a term coined to describe the guilt, lack of organizational commitment, and fear that survivors often experience following a reorganization.

Job Security: Organizational Commitment regarding the job security is the ability to keep a job for as long as one wants, providing one's job performance is satisfactory e.g. one can be sure of his job as long as he does good work. If the employees feel stability in their job, they feel more satisfied and if they feel that their job is not stable, they will remain dissatisfied.

Loyalty: Organizational Commitment regarding the loyalty is the feelings of affection for and attachment to one's organization e.g. If another organization offered me more money for the same kind of work.

Trust in Management: Organizational Commitment regarding the Trust in Management is the extent to which employees ascribe good intentions to and have trust in, the works and actions of management and their organization.

Identification: Organizational Commitment regarding the identification is the extent to which employees adopt, as their own, the goals and values of their organization

Alienation: Organizational Commitment regarding the alienation is the extent to which employees feel disappointed with their career and professional development.

Helplessness: Organizational Commitment regarding the Helplessness is the extent to which employees feel they possess few opportunities and alternatives available to them outside their organization.

All these factors affect the level of satisfaction of the employees.

To help understand the complex nature of organizational commitment, theorists have broken it down to its basic components the foci of commitment, the particular entity and the bases of commitment. It views organizational commitment as the result of three factors:

- 1) Acceptance of the organizations goals and values,
- 2) Willingness to help the organization achieve its goals, and
- 3) The desire to remain within the organization.

Factors Influencing Organizational Commitment

Organizational Commitment is affected by various job characteristics. Organizational Commitment tends to be greater when people have high levels of responsibility over the jobs they perform, and ample opportunities for promotions. Similarly organizational commitment tends to be high among individuals whose are highly enriched 'The more jobs are recognized as having these characteristics (e.g., autonomy, job variety, and. so on), more strongly employees are attached. to them. In view of the fact that these characteristics are typically present in abundance among people who are self-employed it is not surprising to find that levels of commitment are higher among such individuals than those who are employed by organizations.

Secondly an employee's commitment is also likely to be influenced by the nature of the rewards he or she receives. Recent research has shown that feelings of commitment are enhanced by the use of a profit-sharing plan (an incentive plan in which employees receive bonuses in proportion to the company's profitability). Particularly when employees believe the plan is administered in an equitable fashion.

Third, Organizational Commitment is affected by the existence of alternative employment opportunities.

Fourth perceptions of commitment are likely to be related to an organizations treatment of newcomers. Organizations can do various things to help new employees learn the ropes and become productive members of Organizational. Such treatment also influences organizational commitment. The same dynamic applies as well to the return to employees who have been on overseas assignment.

Fifth and finally various personal characteristics also influence organizational commitment. For e.g., people who have more tenure with their organization are more highly committed to them than those who have been employed for shorter periods of time. This follows from the side-bets approach insofar as the longer one has been working for an organization, the more he or she is likely to have invested in it. Gender is another personal characteristic that is related to commitment.

Organizational Commitment: It's Major Effects

Organizational commitment greatly affects several key aspects of work

behavior. High levels of organizational commitment tend to be associated with low levels of Absenteeism and voluntary turnover. In most cases, more committed individuals are less likely to look for new jobs than less committed ones. Interestingly, it appears that people enter jobs with a predisposition toward commitment, and this influences their tendency to stick with their organizations. A committed workforce appears, is indeed beneficial to both individuals and organizations.

b) Organizational climate

Unlike measures of commitment, which are emotional reactions toward an organization and its policies, climate measures are descriptive of what it is like to work in the organization. Climate is bound by perception, which may not always correspond to organizational facts, but nonetheless comprise reality in the eyes of employees. Numerous climates can exist; depending on what facet of the organization is being described. There are, however, certain climate types which are common across a number of different organizations and industries. Examples include climates of fairness, safety, support, communication, and tolerance for risk, flexibility, and continuous learning. Climate is related to employee behavior, organizational outcomes, and management leadership style. Fairness is the extent to which employees perceive their workplace to be equitable and free of bias e.g. employees in our workplace are treated fairly, regardless of race, color, caste or sex.^{S3}

Workers are often in situations at work where they can easily get physically hurt. Support is the amount of perceived emotional support employees feel from their organization e.g. Management here is interested in the welfare of its people. Communication is the accuracy and openness of information exchange e.g. we are kept informed about changes that affect my work. Tolerance for Risk is the degree to which the organization encourages bold action, risk, and independence of thought from employees e.g. Risk taking is a value supported by our corporate culture. Flexibility is the degree of adaptability and tolerance for ambiguity in an organization e.g. this organization adapts quickly to changes. Continuous Learning is the Perceptions of training and development opportunities in one's organization e.g. there are adequate opportunities to pursue professional development activities beyond the scope of my immediate job. Any organization practicing all these factors

of Organizational Climate can boost up the Job Satisfaction of the employees

c) Organizational culture

"A culture makes basic assumptions about the world, shapes the way we work and live. These basic assumptions are largely invisible and yet play a great role in shaping our thinking, attitudes and behavior. It is this configuration of ideas or world views which percolates down into the every day life of an executive and shapes his work life ... ", says D. Amerchand and R. Ramesh Kumar

Organizational Culture is a set of attributes perceived directly or indirectly by the members of the organization and assumes to influence their motivation and behavior and it distinguishes one organization from other organization.

A comprehensive pragmatic definition is given by Schein " culture is a pattern of basic assumptions that a given group has invented, discovered or developed in learning to cope with its problems of external adaptations and internal integration and that have worked well enough to be considered valid and therefore to be taught to its new members as the correct way to perceive, think and feel in relation to those problems".

d) The work group

Perhaps one strong human characteristic is man's desire to be continuously associated with others, according to Elton Mayo. It has been found empirically that isolated workers dislike their jobs. In other words, the work group also exerts a tremendous influence on the satisfaction of employees at work places. In one study by Richards and Dobryns it was found that morale of a group in an insurance company was significantly lowered by a physical change which restricted the opportunity' of their members for social interaction. It should, however, be noted that the amount of satisfaction one individual derives from his association with the group depends to a large extent on the relationship with the group, members and also his own need for affiliation.

Although a highway diverse workforce can potentially bring the advantage of differing opinions and perspectives this may turn into a

disadvantage among individuals who hold prejudicial attitudes. Indeed, if one's group membership causes an underlying current of distrust, then the conflict that results may be disruptive to the organization as people fail to cooperate with each other to get their jobs done. In extreme cases, the discriminatory actions that follow from prejudicial attitudes culminate in legal action be it employees charging their employers with unfair discrimination, or customers charging companies with discriminatory actions.

As observed by Mayo, "man's desire to be continuously associated in work with his fellows is a strong; if not the strongest, human characteristic. People seek satisfaction of their social and psychological needs in interaction with others in a group situation. Isolated workers dislike their jobs. Intense noise and lack of opportunity for conversation among workers adversely affect their job satisfaction; Morale of a group in an insurance company was greatly lowered by a physical change, which restricted their opportunity for social interaction. However, the amount of satisfaction that a person derives from interaction with his coworkers depends on his own need for affiliation.

e) Downsizing and Restructuring

Downsizing and right sizing have had enormous effects on worker's satisfaction. However, the stress to the remaining workers can be just as intense. Fear of job loss becomes commonplace for many workers who work for firms that are downsizing (DeFrank & Ivancevich, 1998). Anticipation of job loss and increases in anxiety cause a marked decrease in performance (DeFrank & Ivancevich, 1998) and hence leading to decrease in satisfaction. Downsizing and restructuring (D&R) are practices which have become increasingly prevalent in the past decade, affecting most occupational sectors, encompassing all employment positions and impacting on various lines of business. The effects of downsizing have been particularly significant in the public sectors. By forcing efficiency with fewer resources; fiscal constraints have increased the demand for the delivery of more effective and better quality public programs and services. In many cases, this demand has translated into a smaller, more flexible civil service.

The emphasis on managerial accountability, transparency in public spending, and alternative service delivery has resulted in a leaner public

sector. So too has the recent focus on policy frameworks, consolidated budgeting processes and the trend towards more flexible pay and staffing requirements in the public sector. McKinley Sanchez and Schick (1995). drawing on institutional theory, suggest that three types of social forces help to explain the prevalence of downsizing in recent years. These forces are constraining forces, cloning forces, and learning forces.

Constraining forces are those, which pressure decision-makers to do what appears to be the "right thing" and to keep abreast with contemporary organizational trends, which, in today's terms, would involve becoming more efficient and effective. Cloning forces are the result of imitating the steps taken by other organizations. This imitation is often labeled "benchmarking".

A 1994 American Management Association Report indicated that in the private sector decreased morale is one of the most probable effects of D&R. Decreased morale occurred in 86% of the companies studied by the Association. Another study by Bennett in 1991-90 found that two thirds of private sector firms reported that morale was seriously affected by downsizing.

f) Effective Company Policies

Challenging Role and Goal: These aid employees to attain goals. If there is presence of challenging role and goals in the organization people are more satisfied & motivated to serve such type of organizations. Hence challenge is one of the important characteristics of the organizational policies, which provides job satisfaction to the employees of the organization. When it's lacking Employees seem afflicted with a serious case of organizational boredom and people are falling far short of their potential, not because they lack talent and skill, but because the workplace fails to call on their full expertise but when it is thriving the workplace is full of challenges for employees who want them and people are in work situations that require them to make full use of their talents.

Communication /Dialogue: When proper communication channels lack in the organization, Conversations tend to deal only with surface issues, certain issues are considered off limits as a result some employees are routinely kept out of important conversations reason being that conversation is often seen as a waste of time. The presence of proper

communication channels in the organization leads to an ongoing flow of constructive dialogue involving people at all levels of the organizations. As a result employees feel free to talk about work-related problems, opportunities, and issues and also the dialogue is honest and forthright, and there's no fear of recrimination among employees who talk straight hence leading to job satisfaction of employees. As conversations unfold, people do their best to set aside their own opinions and assumptions in order to understand other perspectives.

Direction: When it's lacking the "vision thing" is derided as a bunch of fluff that has little connection to the bottom line. Most employees don't have a clue as to where the organization is strategically headed. The stated vision is sharply different from the vision that seems to be guiding top management. When it's thriving a compelling vision of the future, it draws people in a common direction. Goals and objectives serve as a down-to-earth, day-to-day complement to the vision. Employees understand and are personally enrolled in the vision, goals, and objectives. Hence leading to job satisfaction of employees. The organization's direction should be periodically revisited, reassessed and refocused if necessary.

Equality: When it's lacking some employees' feel like second-class citizens. Titles carry considerable weight. People use win-lose language, as in "us against them." The norm appears to be "different treatment for different people." Physical cues of inequality are abundant throughout the organization. Possibilities: special parking spaces for high-ranking employees, dramatically different work areas and working conditions, recognition reserved for certain groups. When it's thriving, people throughout the organization genuinely feel that they're on the same level, regardless of how things look on the organizational chart. All employees are considered to be equally important -- and actions at all levels back this up. At meetings and other gatherings, titles tend to fall away, opening the way to free-flowing dialogue. Hence leading to job satisfaction of employees

Flexibility: When it's lacking the rules remain inflexible regardless of the situation. The rulebook is seen as the final word. Policies and procedures are mindlessly followed. "Whatever the circumstances, we do what our written rules and procedures tell us to do." People show remarkable ingenuity and persistence -- and expend tremendous energy -- getting

around the rules. When it's thriving the organization's rules are flexed when a situation justifiably calls for it. Good judgment is used in applying rules. People accept the subjectivity that goes along with this. Policies and procedures are in place, yet there's an understanding that specific circumstances may require different approaches." In a given situation, we do what's right for the customer

Informality: When it's lacking work and fun are largely seen as mutually exclusive. The culture is weighed down with protocol. Employees are expected to wear formal business clothing. An outside observer would call the workplace "stuffy." When it's thriving an open-door policy is practiced by everyone, not because business books encourage it, but because it seems like the natural thing to do. Employees use their judgment, wearing what's appropriate for the situation. It's not unusual for a major project to turn into a major pizza party -- with the work still getting done .

Invention: The culture promotes excessive caution. The "do it right the first time" mantra keeps employees from stepping outside the safe zone - - and into the place where breakthrough innovation comes to life. The current way of doing things is staunchly defended. When it's thriving risk-taking in the name of innovation is strongly encouraged. Mistakes are seen as a fair price to pay for learning and innovation. The organization values left-field thinking, as in: "That idea really came out of left field!" The workplace presents all sorts of opportunities to be creative.

Oneness: When it's lacking internal competition often flares up between individuals and work units. Turf wars are the rule rather than the exception. Work units feel disconnected from the organization as a whole; they have no sense of a mission larger than their own. There's little understanding of who does what outside the immediate work unit. When it's thriving there's a prevailing sense that "we're all in this together." Working relationships are best described as "collaborative" not "competitive." A common mission, direction, and set of values unite people. Each person understands how his or her colleagues fit into the system

Ownership : When it's lacking people are told what to do -- instead of being expected to make their own decisions and judgment calls. Employees are routinely going to management to get clearance,

permission, and sign-offs. Management seems to be in the meddling business. They sporadically get involved in work processes without adding value. Change is done for employees (bad) or to employees (worse). A small minority of people makes most decisions. Information is parceled out only to those who "need to know." When it's thriving people view themselves as owners of their work and act accordingly.

Purpose: The overall mission is inward looking. Conversations about purpose focus exclusively on products, services, and moneymaking -- never on people. When it's thriving the organization has a larger purpose -- something beyond producing goods/services, making money, or even being the best in a given business. Individual employees feel that their work makes a positive difference in some way. "

Performance Related Factors

- a) **Promotion Opportunities:** An employee's performance typically is influenced by motivation, ability, and the work environment. Some deficiencies can be addressed by providing training or altering the environment, motivation problems are not as easily addressed.

Motivation is important because of its significance as a determinant of performance and its intangible nature. shows a framework for understanding the motivation process. If there are challenging opportunities open before the employees, they will make their best efforts to avail the opportunity and it will give them more satisfaction. The employees are more satisfied when they have challenging opportunities at work. This includes chances to participate in interesting projects, jobs with a satisfying degree of challenge and opportunities for increased responsibility. Important: this is not simply "promotional opportunity." As organizations have become flatter, promotions can be rare. People have found challenge through projects, team leadership, and special assignments-as well as promotions. To bring up the level of job satisfaction an organization should go for Promotion from within when possible, reward promising! employees with roles on interesting projects and divide jobs into levels of increasing, leadership and responsibility.

It may be possible to create job titles that demonstrate increasing levels of expertise which are not limited by availability of positions. They simply demonstrate achievement.

b) Opportunity for advancement

Personal Development-when it's lacking training is seen as an expense. When outside training is permitted, it must fit within a narrow definition of the employee's current job. Some employees have been doing the same work for years. Jobs tend to offer little variety, with the same tasks being done over and over. The organization is more interested in having people do what they're good at -- and less interested in having them pursue their deepest interests. When it's thriving the workplace allows people to reach their full potential. Learning opportunities abound throughout the organization. Variety (trying new equipment, building new relationships, varying your work, etc.) is encouraged because it fosters learning and development. Internal job changing is valued as a way for people to develop their skills and experience. Belief that an individual is rewarded would appear to be closely related to belief that there is chance to advance even where a person does not believe that he deserves a promotion, it is still highly important to him that the best man be prompted

c) Role Ambiguity

Individuals wish to know just what is expected of them: ambiguity should be avoided. If there is no balance between role and goal. There's an unspoken understanding that work should come first in employees' lives. The culture honors workaholics. Everyone else feels guilty. There's pressure on people to make tradeoffs, with work almost always winning over family. If there is balance between role and goal, people at all levels of the organization respect the fact that there's life beyond work

d) Verbal recognition

Acknowledgement: When major milestones come and go with no apparent recognition from management employee's start feeling that their effort and performance has been wasteful. As a result they are demotivated towards their work and performance. Everyone seems too busy to acknowledge anything. If employees are acknowledged for a job well one -not with extrinsic rewards but with genuine appreciation the organization develops in all aspects. The organization takes time to celebrate its major efforts (the journey) and successes (the destination).

Worth: When it's lacking employees are paid at or below the going market rate for their positions even when their real worth to the organization is much greater. Most employees feel anonymous in the organization. There's deep skepticism that the work a person does makes any difference whatsoever.- When it's thriving Employees are genuinely valued by the organization. People believe they are paid what they're worth. Employee input is routinely solicited.

e) Effective concerned Supervision

The one of the important determinant of satisfaction is supervision and the style of leadership. Generally employee-centered leadership style enhances a great amount of job satisfaction as the leader looks after the subordinates carefully; displays friendship, respect and warmth etc. towards employees. On other hand, production oriented leader may cause low job satisfaction to the employees and may affect, the turnover and absenteeism adversely. Of course, it all depends on the situation. An effective and capable supervisor satisfies his subordinates much more than an inefficient supervisor.

Satisfaction with leadership behaviour of the supervisor results in relatively low turnover rates, grievances and absenteeism, On the other hand, production-oriented supervisors who view their subordinates as "people to get work done" cause low, satisfaction, and consequently relatively high rates of grievances, turnover and absenteeism.

Pelz reports from his researches that employee satisfaction from supervisory behavior depends upon the amount of influence exercised by the supervisor on his own superior. Supervisor's ability to satisfy his subordinates' needs depends not only on his leadership behavior but also on the amount of his power in the larger organization.

Good supervision ranks about average in importance of the first ten things people want in a job. Employees are more satisfied when their managers are good leaders. This includes motivating employees to do a good job, striving for excellence or just taking action. Greater attention should be paid to the factor that the managers are well trained. Leadership combines attitudes and behavior. It can be learned. People respond to managers that they can trust and who inspire them to achieve meaningful goals.

f) Productivity

The greater the Job Satisfaction of the workers, the greater would be the efforts they make towards their job: and resultantly productivity is bound to improve. Hence there exists positive correlation between productivity and Job Satisfaction. Productivity is a concept related to production. It portrays a concept about output in comparison with the inputs used for production of that output. It can be considered as a ratio of output to input. The higher is the numerical value of the ratio between input and output, the greater would be the productivity. Productivity is the measure of how well an operation system functions.

WORK ENVIRONMENT FACTORS**a) Working conditions / Meaningful Workplace**

Each of us has a set of factors. that, for us, is what we need to have a meaningful work experience. It's much like the set of keys we carry with us at all times. There's a huge distinction between "meaningful work" and "job satisfaction." In a meaningful workplace, it's less about needs and expectations and more about hopes and dreams and fulfillment.

Business concepts and strategies - such as reengineering strategic planning, Total Quality Management and its more recent incarnations, etc. - seldom come up during discussions of meaning in the workplace. The environment in which people work has a tremendous effect on their level of pride for themselves and for the work they are doing. Even a nice chair can make a world of difference to an individual's psyche. If working conditions of railways is good enough, all the employees are satisfied with working conditions. Employees' level of job satisfaction varies with the present place of work. Employees working in rural and semi urban branches seem less satisfied than employees with urban and metropolitan branches.

Employees are concerned with their work environment for both personal comfort and facilitating in doing a good job. Studies demonstrate that employees prefer physical surroundings that are not dangerous or uncomfortable. Temperature, light, noise, and other environmental factors should not be at their extreme. Most employees prefer working close to their homes in clean and relatively modern facilities and with adequate tools and equipments. If the working conditions of the

enterprise are not suitable, the employees feel dissatisfied. The working conditions should be comfortable.

b) Positive Interpersonal/Human Relations in the Enterprise

If there are cordial relations in the enterprise and the labor problems are solved in democratic manner, it increases the feeling of Job Satisfaction. Job Satisfaction is strongly enhanced by friendly relations with co-workers and supervisors. However once these above stated determinants are considerably met other aspects such as self actualization, sense of fulfillment, security of employment prestige, dignity of the Job or job content, group cohesiveness etc. may also determine the Job Satisfaction

Relationship building: When it's lacking socializing on the job is seen as a drain on productivity. When doing their work, people feel closeted away from the rest of the world. Relationships with customers and vendors are seen strictly as a business necessity. When it's thriving Work days are filled with opportunities to build relationships. People understand the need to build strong relationships with customers, vendors, and other employees. Employees get the chance to mix with a variety of people. The workplace is designed to encourage mingling and conversation.

c) Adequate Authority

Employees are more satisfied when they have adequate freedom and authority to do their jobs. The level of job satisfaction depends up to a large extent whether the employees make decisions, whether allow employees to have input on decisions that will affect them and also if management establish work goals. Also, job satisfaction is related to the decentralization of power, in the contexts of power, decision making, and organizational design-decentralization is the degree to which the capacity to make decisions resides in many people as opposed to just one, central person. When power is decentralized, many people are allowed to make decisions and can freely participate in decision-making.

DEMOGRAPHIC FACTORS**a) Occupational Level**

Ample research suggests that people in higher-level jobs experience the highest levels of satisfaction. One significant reason for this is that high-level jobs carry most prestige and self-esteem will be enhanced to the extent that other people view our work is important. High-level jobs are satisfying for many. Other reasons too:

1. They offer excellent opportunities for the expression of the needs for power and autonomy.
2. They reduce financial stringency of the employees.
3. They offer task diversity and job enrichment.

According to a professional, people receive the greatest job satisfaction, followed by salaried workers. Factory workers are the least satisfied with their jobs. Porter substantiated the same fact when he made a job satisfaction study of managers at various levels in the hierarchy. He found that at each successive lower level the managers were less satisfied. Anecdotal evidence from a variety of sources also continues to suggest that blue-collar workers are often the victims of severe dissatisfaction. A large number of research studies have shown that there is a positive relationship between the level or hierarchical status of a person and his job satisfaction. Porter made a study of job satisfaction of managers at various, levels of hierarchy, and found that managers were less satisfied.

b) Occupational Status

Occupational Status is related to, but not identical with, Job satisfaction. It has been observed that employee's are more dissatisfied in jobs that have less social status and prestige. Occupational status is always valued in terms of others opinion. It has been seen that employees who are working at the lower position seems to look for other job. Where they can' have greater job satisfaction. It has been seen that employees are more dissatisfied in jobs that have loss social status and prestige. These values are rather constant within a country, but they do vary among some countries and they probably vary from time to time within a country under some conditions.

c) Age

As age also affects Job Satisfaction among the employees, it is not seen that young employees feel satisfied with their jobs because they try to get better and better jobs while the employees of more age feel satisfied with their jobs. Studies have found different results in different groups on the relationship of age to job satisfaction. There was higher intrinsic job satisfaction among older white-color employees, but lower financial and job status satisfaction among this group.

The relationship between age of the employees and their satisfaction from the job is both complex and fascinating. Research reveals that old workers are satisfied workers. Job satisfaction usually tends to be high when, people enter the work force; it plummets and then plateaus for several years (say for five to six years) up (to the age of roughly thirty years, after which there will be gradual increase in satisfaction.

d) Race and Sex

A research contends that females are dissatisfied than males because females have less job and pay opportunities than males. Generally, it has been the experience that ladies feel more satisfied with their jobs because ladies are more ambitious than gents.

Some investigations on the subject have found that women are more satisfied with their jobs than men are. This is so despite the fact that women are generally discriminated against in job competition and pay, quite possibly the reason is that man's ambitions and financial needs are less

Unfortunately, although more people than ever are tolerant of nontraditional sexual orientations, anti homosexual prejudice still exists in the workplace. Indeed, about two-thirds of Chief Executive Officer from major companies notes that they are reluctant to put a homosexual on a top management committee.

e) Family Conditions

Family conditions of the employees affect Job Satisfaction to a great extent. The employees, who are satisfied with their family conditions and atmosphere, feel more satisfied with their work.

f) Number of Dependents

The more dependents one has, the less satisfaction he has with his job. Perhaps the stress of greater financial need brings about greater dissatisfaction with one's job. The more dependence one has, the less satisfaction he has with his job. Perhaps the stress of greater financial need brings about greater dissatisfaction with one's job. The culture of the nation as well as of the state believes in "Joint Family", so, but natural almost all the employees are having round about 3 to 4 dependents. It's true that as the members of a family are more there would be greater financial requirement and up to that extent employees are dissatisfied.

g) Time and Service on Job

Several investigations have indicated that Job satisfaction is relatively high at the start, drops slowly to the fifth or eight year, then rise again with more time on the job. The highest satisfaction is reached after twentieth year.

Service-A "win-lose" mentality prevails throughout the workplace -- to such a degree that there's an unspoken pressure to look the other way when a colleague needs help. This is especially the case between work units and divisions. At best, talk of mentoring and coaching activities -- and other efforts to promote people serving people -- remains just talk. When it's thriving employees have all sorts of opportunities to help one another. This can be formal (mentoring programs, training, apprenticeships, etc.) and informal (on-the-spot coaching, explaining a process, walking a colleague through a new computer program, pitching in to help with a task, and so on). Employees sometimes serve as "matchmakers," bringing together different individuals and groups to promote learning, relationship-building, systemic thinking, and (ultimately) improvement. People who want to lead and influence in positive ways have an open field for doing so.

PERSONAL FACTORS

In addition to these organizational determinants of job satisfaction, there are also several different personal factors that "influence this important work-related attitude. First, several different personality variables have been linked to job satisfaction. Moreover, people who are satisfied with their jobs tend to

remain longer than those who are dissatisfied. Not surprisingly, the most dissatisfied employees probably do not stay long enough to ever reach the highest echelons of their organizations. Third, job satisfaction is related to the extent to which people are performing jobs congruent with their interests. The better their positions fit with their interests, the more satisfied they are with their jobs; job satisfaction has been found to be related to one's general life satisfaction.

a) Specialization

Specialization has no doubt resulted in greater efficiency, but it has also contributed to dissatisfaction. Repetitiveness of tasks is found to be boring and monotonous by workers. Walker and Guest found that workers who carried out a number of operations expressed satisfaction with their job. A technological change led management to enlarge their jobs by increasing the number of duties. All the workers studied reported that their new jobs were much more interesting. Vroom and Maier however, think that "Greater variety of tasks may not increase satisfaction unless the tasks form a unified, integrated and meaningful whole. Enlarging the job by adding diverse unrelated activities or rotating the worker from one job to another unrelated job may not have intended positive consequences on either satisfaction. The relationship between job specialization and job satisfaction is complex. Specialization leads to greater efficiency in general, but at the same time it lowers the job satisfaction to some people. The following diagram represents the complex relationship between job satisfaction and job specialization

The greater variety of tasks may not increase the satisfaction of employees unless the tasks form a unified, integrated and meaningful whole. Enlarging the job by adding diverse, totally unrelated activities or job rotation of workers from one job to another unrelated job might not produce intended positive consequences of job satisfaction.

b) Individual Factors

Respect: When it's lacking the respect level varies widely throughout the organization. Rules and policies have a patronizing tone. Employees are often told what to do -- instead of being free to figure things out for themselves. When it's thriving Employees show respect for one another regardless of rank and title. When decisions are made, there's a

thoughtful assessment of how each option may affect people. People are treated like adults. The golden rule is an implicit working principle throughout the organization.

Relevance: When it's lacking People often find themselves going through the motions of meetings, protocol, and tradition. The organization is infested with valueless rules and policies. There's a constant struggle between employees and the organizational bureaucracy. When it's thriving the system allows employees to use their time efficiently; they can spend it on any activities that are relevant to the mission. Rules and red tape are kept to an absolute minimum.

Self Identity : When it's lacking great importance is placed on fitting in. Sameness rules. Requests for an office or an "away" space are routinely turned down, even when the request is well justified. Differences are viewed as something to "deal with" -- as opposed to something to value and "capitalize on." When it's thriving Individuality is encouraged. People are comfortable being themselves. The organization respects the fact that people sometimes need their own space (even in this era of teams).

c) **Level of Education**

Level of education affects the feeling of Job Satisfaction among the employees, educated employees feel more satisfied with their jobs than uneducated employees. There is a great deal of conflicting evidence on the relationship between education and job satisfaction so no generalization can be made. Organizational policies on advancement in relation to education are important keeping the occupational level as constant, there found a negative correlation between the level of education of employees and their satisfaction. One plausible explanation could be that people with higher educational levels have a tendency to set higher expectations from their jobs. Dissatisfaction will be more when a educated person is employed in lower range.

d) **Intelligence**

The more intelligent were highly discontented about the working

conditions although physically it was the most ideal workplace to work in. on an overall analysis, it appears that the relation of intelligence to job satisfaction depends on the level and range of intelligence and the challenge of the job.

e) Health

Health of the employees is an important factor affecting Job Satisfaction among the employees. The employees having sound health feel satisfied with their Jobs If you think about it, everyone of us has one physical feature or another that keeps us from doing a certain kind of work. Some people are not strong enough to load heavy packages onto trucks, others are not athletic enough to play professional sports, and still others might lack the agility and stamina needed to be a firefighter. Thus, although we all may be handicapped in some way, certain physical conditions tend to be the focus of widely held prejudicial attitudes.

f) Interests

The employees, who take interests in their work, feel more satisfied with their work. During my study I observed that the employees were more dissatisfied if the academic qualification does not match with the nature of job.

g) Personality exclusive of intelligence:

One criterion of personality is the existence or neurotic behavior. Neurotic tendency leads to job dissatisfaction only when the job itself is one of a 'greater' strain. Another possible criterion of personality is general satisfaction with non- job conditions. Very high correlation between general and job satisfaction is shown. Some job dissatisfaction is caused by the personality traits that made these employees unhappy off the job. In another study it was found that persons who were rated high in interpersonal disability by their fellow employees were the most satisfied with their jobs. Again, there is an implication of general personality patterns of happiness. It is likely that personality maladjustment is the source of some job dissatisfaction, but it is not clear how strong the relationship is.

h) Personality-Job Fit

Holland gave personality -job fit theory. In this theory he concluded that high agreement between an employee's personality and occupation results in a more satisfied individual. His logic was essentially this: people with personality types congruent with their chosen vocations should find that they have the right talents and abilities to meet the demands of their jobs. Thus they are more likely to be successful on those jobs and, because of this success, have a greater probability of achieving high satisfaction from their work. Few people can see, the big picture and how they fit themselves into it. When personality -job fit is lacking there's a nagging sense among some employees that "this place (or job) just isn't right for me. I'm not in a situation where I can succeed." People feel a clash between their own values and goals -- and what goes on in the workplace. Going to work requires them to be a different person. When it's thriving individual employees clearly see how they and their work fit into the bigger mission of the organization.

i) It's in the genes-

As much as 30%) of an individual's satisfaction can be explained by heredity. Analysis of satisfaction data for a selected sample of individuals over a 50 -year period found that individuals result were consistently stable overtime, even when these people changed the employer for whom they worked and their occupation. This and other research suggests that a significant portion of some people's satisfaction is genetically determined.

Analysis of satisfaction data for a selected sample of individuals over a 50-year period found that individual results were consistently stable over time, even when these people changed employers and occupations. This analysis and other research suggest that an individual's disposition toward life-positive or negative-is established by his or her genetic makeup, holds over time, and carries over into his or her disposition toward work.

j) Age

Studies have revealed that in some groups job satisfaction is higher with increasing age, in other groups job satisfaction are lower and in still

others there is no difference.

Individual As age also affects Job Satisfaction among the employees, it is not seen that young employees fed satisfied with their jobs

k) Sex

In most of the studies on job satisfaction, it is constantly shown that women workers are more satisfied with their jobs than men. The reason for greater satisfaction of women may be that they have less ambitions and financial needs. The study of job motivation has shown that group of females prefer to work with friendly people having good social position.

l) Skill

The studies have shown that skilled workers have significantly higher job than unskilled workers. Skill operated together with the kind of work, occupational status, responsibility, length of service, personality characteristics, and opportunity to use skill

j) Training

Arrangement of training also satisfies and motivates an employee because trained employees can do work easily and more efficiently. Advancement in carrier is possible in someone's earlier years only and this chance can be grabbed by all who passes departmental examinations.

TECHNICAL FACTORS

a) Work standard

It has been found that employees are more satisfied and motivated when their entire workgroup takes pride in the quality of its work. The communication between employers and employees should be encouraged. it has been proved that development of meaningful measures of quality and celebrations of achievements in quality also helps to bring up the job satisfaction level of employees.

b) Type of work

The most important factors inherent in the job is type of work. Nature of Job affects Job Satisfaction of employees. If the "work" is interesting, and not fatiguing and if they have to do the work of similar nature for a long time employees feel dissatisfied. On the contrary, if the work of an employee is of different type, it gives more Satisfaction Perhaps most important to employee motivation is helping individuals believe that the work they are doing is important and that their tasks are meaningful. Emphasize that : their contributions to the practice result in positive outcomes and good health care for your patients.

c) The Effects of Different Management Styles

Values, beliefs, and experiences help form an individual's character. Although these attributes are similar in some mind-sets, a vast majority of people will hold dissimilar characteristics. To effectively function, businesses must integrate these dissimilar people into functional groups that are geared towards mutual results. These individuals are initially motivated by the need being satisfied by the job's salary. But, any conflict between themselves and top management or coworkers can cause dissatisfaction and a desire to obtain a new position within another company.

The empowerment develops, a sense of mutual loyalty and respect towards the managers and the company. Through clearly established communication lines, one is able to define and accentuate not only both manager's expectations, but also one's own as well. The authoritarian style, exerted upon them, felt like a punishment, rather than a reward for all the years of loyal service. The team was used to having responsibilities and the empowerment that should come along. Instead, everything they did had to be approved by the manager. Communication and expectations were stated in such vague manners, the employees felt as if they were out of the "loop" of information.

Manager's are individual's with high levels of responsibility. One can compare a good coach and a good manager.

d) Support

When it's lacking When people ask for support, management responds with skepticism: "Are you sure you need that information? You're the first group to ask for it." There's widespread agreement that when a person or group undertakes a project, the organizational odds are stacked against them. There may even be the workplace equivalent of a black market. When it's thriving employees are given the resources (information, time, funding, expertise, tools, etc.) they need to be successful in their work. Management knows when to get involved and when to stay out of the way.

e) Job Content

Another influential factor of job satisfaction is the job content. Job content refers to the factors such as recognition, responsibility, advancement; achievements etc in the jobs employee perform. It has been found that repetitive nature of tasks is the most dissatisfied factor, and pay and security were satisfying factors

ECONOMIC FACTORS**a) Performance based systems:**

Organisational reward systems have traditionally either a fixed salary or hourly rate system or an incentive system. Fixed rewards can be tied directly to performance through merit pay systems, whereby people get different pay raises at the end of the year, depending on their overall job performance. Many organisations are experimenting with various kinds of incentive systems, which attempt to reward employees in proportion to their accomplishments. Four popular incentive systems include profit sharing, gain sharing, lump sum bonuses, and pay for knowledge.

b) Proper Remuneration / Pay

Management has greatly over emphasized the importance of pay as a factor in job satisfaction. Most studies have found that pay ranks well below security, type of work etc. The relative importance of pay will probably change with the labor market, economic conditions and with employee's beliefs about the job situation. Remuneration is the main base

of Job Satisfaction. It is expected that benefits should be fairly distributed. A good wage system is considered as an important determinant of Job Satisfaction. If the attractive and proper remuneration is given to the employees for their job, they will feel more satisfied; it will give him more Job Satisfaction.

c) Rewards for good performance

It has been observed that individuals can be motivated for good performance by proper design of the rewards for good performance, which itself depends on design of their work environment and praise for their performance. Punishment for poor performance can also reduce the negative performance. Only thing, which is required, is the analysis of work situation to determine what causes workers to act the way they do and then initiate changes required eliminating troublesome areas and obstructions to performance. Specific goals are to set with workers participation and assistance. prompt and regular feedback of results should be made available and performance improvements should be rewarded with recognition and praise. Even when performance does not equal goals, ways should be found to help people and praise them for the good things they do. The Psychologist B.F. Skinner of Harvard developed a theory called reinforcement Theory having positive and negative reinforcement. Perhaps the strength of the Skinner approach is that it is closely akin to requirements of good managing. It emphasizes removal of obstructions to performance, careful planning and organizing, control through feedback and the expansion of communication. Clear contingencies between performance and rewards are desirable in the resent scenario.

d) Equitable / Fair Rewards.

Employees want pay systems and promotion policies that they perceive as being just. unambiguous, and in line with their expectations. When pay is seen as fair based on job demands, individual skill level, and community pay standards, satisfaction is likely to result. An employee seeks fair promotions policies and practices. Promotions provide opportunities for personal growth, more responsibilities and increased social status

Employees are more satisfied when they feel they are rewarded fairly for the work they do. It is not only that rewards helps to bring up the job satisfaction level of employees but rewards for genuine contributions to the work and organization consistency in the reward policies is what that boosts up the employees moral which is again directly related to job satisfaction. As an added benefit or what we call fringe benefits such as subsidy on LPG, free medical services to family members. free transportation to local areas etc., employees who are awarded fringe benefits experience less stress

e) Security

An average employee will think of job security first rather than other factors to get settle in life. It has been seen that employees secured in job are more satisfied in their job. But security is of less importance to the better educated person, perhaps because there is not so much fear of layoff in the kind of jobs that the highly educated obtain, or the highly educated are justifiably more confident of being able to find other jobs if necessary.

e) Benefits

In studies, housing, canteen etc re some of the personal benefits that have been ranked next to pay. But highly educated people having good pay give more importance to benefits and facilities.

Hence in a nutshell it can be summarized that Job satisfaction is the result of effect of so many factors. The terms are highly personalized, as the level of satisfaction differs from time to time and situation. Moreover, the attitude of any employee affects a lot. One gets satisfaction in any of the activities depending upon how he/she perceives the situation and what is expected in exchange of effort. There may be the difference between two employees, working at a different place and on different cadres. It all depends upon viewing of the situation and the effect of rest of the factors, which are crucial at any point of time.

JOB SATISFACTION AND ITS RELATIONSHIPS

Many people believe that happy workers are productive workers. Is job satisfaction, in fact, directly linked to task performance or organizational productivity? Overall results suggest that the relationship is positive, but not especially strong. In fact, after reviewing hundreds of studies it has been found that the mean correlation between job satisfaction and performance is considerably smaller only.

First, in many work settings, there is little room for large changes in performance. Some jobs are structured so that the people holding them must maintain at least some minimum level of performance just to remain at their jobs. For others, there may be very little leeway for exceeding minimum standards. Thus, the range of possible performance in many jobs is highly restricted. Moreover, for many employees, the rate at which they work is closely linked to the work of others or the speed at which various machines operate. As such, their performance may have so little room to fluctuate that it may not be highly responsive to changes in their attitudes.

Second, job satisfaction and performance may actually not be directly linked. Rather, any apparent relationship between them may stem from the fact that both are related to a third factor-receipt of various rewards. As suggested by Porter and Lawler, the relationship may work as the past levels of performance lead to the receipt of both extrinsic rewards (e.g., pay and promotions) and intrinsic rewards (e.g., feelings of accomplishment). If employees judge these to be fair, they may eventually recognize a link between their performance and these outcomes. This, in turn, may have two effects. First, it may encourage high levels of effort, and thus, good performance. Second, it may lead to high levels of job satisfaction. In short, high productivity and high satisfaction may both stem from the sum of the conditions. These two factors themselves, however, may not be directly linked.

For these and other reasons, job satisfaction may not be directly related to performance in many contexts. However, this conclusion may be true only with respect to "standard" measures of performance, such as quantity or quality of output. It may have stronger influences on other aspects of on-the-job-behavior, including organizational citizenship behavior. These include actions that enhance social relationships and cooperation within an organization (e.g., offering help to coworkers when it is requested, demonstrating a cheerful and cooperative attitude, protecting or conserving the organization's resources,

tolerating temporary inconveniences without complaint and so on). Such actions may contribute to the smooth and effective functioning of organizations without showing up directly in more standard measures. To the extent that my Job makes me feel good I am likely to reciprocate by helping organization and the others who have contributed to those good feelings. Indeed, research has shown that the more highly satisfied people are with their jobs, the more contributions to organizational citizenship they are recognized as making by their coworkers.

In view of these findings, it is clear that the answer to the question "Are job satisfaction and performance linked?" requires another question: "What kind of performance do you have in mind?" With respect to many traditional indices of job performance, the link to job satisfaction is quite weak. For other aspects of performance, such as organizational citizenship behavior, the relationship appears to be stronger.

RELATION BETWEEN JOB SATISFACTION AND MORALE

Morale is, actually, a psychological term, which is achieving a considerable importance on part of management. Its presence or absence is considered vital for failure or success of any process. In the words of Heinz Bogartz (1993) in the context of industrial development, the crux of the battle lies in improving the level of productivity. Given the technological and other material inputs, productivity becomes the function of human input. The value of human input lies in the will to work, which is dependent upon motivation and morale. The sustained growth in Japan is also attributed to hard working nature or the will to work of Japanese.

Morale is a group phenomenon; it is an idea of the extent to which the individual receives a probability of satisfying his own motives through cooperation with the group. Morale is basically a matter of human behavior. It is an expression of the attributes, which the members of an organization develops and adapt towards the organization, members, purposes and leaders. Valuable Hawthorne experiments:-brought to the limelight those impulses and forces, which governs human behavior. On the basis of these researches, Alexander Leighton has enumerated five major determinants of morale

1. Confidence of the individual members of the group in the purpose of the group.

2. Confidence of the individual members of the group in the leadership and the ability of the leader
3. Confidence of the individual members of their fellow workers
4. Organizational efficiency
5. Working Conditions

High morale exists when individual perceives himself as a member of a group and perceives a high probability of achieving both individual and group goals through a course of action.

Morale and Job Satisfaction are interlinked, and so Human Relations are closely related to morale and job satisfaction. Job Satisfaction is an attitude of contentment formed by an employee towards his job or task on the basis of the job satisfaction .derived from any of the job factors: individual adjustment, group relationship, work environment or his/her interaction with the work environmental factors. It is a sense of mental accomplishment and disposition backed by the fulfillment of the employee's expectation of the job and achievement of the rewards received from the job. Thus job satisfaction represents the extent of match between the employee's expectation of the job and his achievement of it i.e. it is the satisfaction derived from the work life of the individual employee.

Job Satisfaction is the contentment derived by an employee on the basis of his perception about his worth in the context of his total work life. Morale and job satisfaction are positively linked. While productivity is closely related to job satisfaction.

More than two and a half decades ago, Seashore (1954) came to the conclusion that there is no definition of morale. It is a condition, which exists in a context where people are.

- Motivated toward high productivity
- Want to remain with the organization
- Act effectively in crisis
- Accept necessary changes without resentment or resistance
- Actually promote the interest of the organization and
- Are satisfied with their jobs

Morale is a general attitude of the worker and relates to group while job satisfaction is individual feeling, which could be caused by a variety of factors

including group. in job satisfaction no such condition is attached. A given individual may be satisfied 'with a variety of factors, like salary, co-workers, his own contribution, etc. In fact Morale itself could also be a source of satisfaction to an individual.

RELATION BETWEEN JOB SATISFACTION AND MOODS

Researchers found that employee moods have a great bearing on whether they choose to be absent or leave their jobs all together. However employees who are satisfied with their jobs are less likely to act on those moods.

Positive and negative mood dimensions

We all know that mood has an affect on people's attitudes toward life and work. Feelings and moodiness carryover from situation to situation. One dimension is the positive side of mood. People with high positive affective moods are those that feel a zest for life, are active and enthusiastic. People with low affective moods are drowsy, dull and listless. The other dimension represents the negative side of moodiness. People possessing a high negative affective mood are distressed, fearful, nervous and possible angry. On the other hand a low negative affective mood is characterized by a state of calm and a relaxed attitude.

These two dimensions seem to be on a continuum relative to each other. However, as they do not have the same bearing on behavior, they are considered to be two separate and distinct dimensions each resulting in people reacting in different ways. Decisions made as a result of a high positive mood (people who are alert feeling good about life) are quiet different from those resulting form a high negative mood (people who are fearful and anxious).

MOODS AND ABSENTEEISM

Employees with low positive moods are listless and tired. These are the employees who have a tendency to wake in the morning feeling depressed and to choose to stay home for the day. This tendency toward absenteeism was also found by researchers among employees reporting high negative moods (employees who reported being upset, distressed and fearful). Employees reporting moods on the other end of these two dimensions were not absent from work. This is not surprising. People with high positive moods

are feeling enthusiasm and zestfulness about life in general. This carries over into a positive attitude about work. So, coming to work is a positive experience and absenteeism is very low among these employees. It also stands to reason that employees, whose moods were on the low end of the negative affective dimension (employees who reported calm and a relaxed attitudes about life), also tended to be absent less often.

Hence it is clear that moods or feelings about life affect the job and that this could cause loss in productivity and continuity of service through poor attendance. It is also clear that employees with "good moods" are an asset to the organization. However moodiness is a fact of life.

High employee turnover is of considerable concern for employers because it disrupts normal operations, causes morale problems for those who stick on, and increases the cost involved in selecting and training replacements. The employer does whatever possible to minimize turnover making the employees feel satisfied on their jobs. being one such. In four major reviews of the relationship between satisfaction and turnover. It has been demonstrated that workers who have relatively low levels of job satisfaction are the most likely to quit their jobs and that organizational units with the lowest average satisfaction levels tend to have the highest turnover rates.

However, the withdrawal behavior of employees is modified by loyalty to the organization, as some employees cannot imagine themselves working elsewhere, however dissatisfied they are in their present jobs. Availability of other places of employment also influences turnover. If greener pastures are available, an employee does not mind going in search of them, notwithstanding the present level of job satisfaction he enjoys.

Correlation of satisfaction to absenteeism is also proved conclusively. Workers who are dissatisfied are more likely to take "mental health" days, i.e., days off not due to illness or personal business. Simply stated, absenteeism is high when satisfaction is low. As in turnover, absenteeism is subject to modification by certain factors. The degree to which people feel that their jobs are important has a moderating influence on their absences. Employees who feel that their work is important tend to clock in regular attendance.

RELATION BETWEEN JOB SATISFACTION AND SAFETY

Poor safety practices are a negative consequence of low satisfaction level. When people are discouraged about their jobs, company, and supervisors,

they are more liable to experience accidents. An underlying reason for such accidents is that discouragement may take one's attention away from the task at hand.

RELATION BETWEEN JOB SATISFACTION AND JOB STRESS

Job stress is the body's response to any job-related factor that threatens to disturb the person's equilibrium. In the process of experiencing stress, the employee's inner state changes.¹ Prolonged stress can cause the employee serious ailments such as heart disease, ulcer, blurred vision, lower back pain, dermatitis, and muscle aches.

Chronic job-dissatisfaction is a powerful source of job stress. These employees are costly to the management in terms of time lost due to frequent absences and increased payments towards medical reimbursements.⁴³ In addition to the above, it has been claimed that satisfied employees tend to have better mental and physical health and learn new job-related tasks more quickly.

RELATION BETWEEN JOB SATISFACTION AND WORK BEHAVIOR

Generally the level of job satisfaction seems to have some relation with various aspects of work behavior like absenteeism, adjustment, accidents, productivity and union affiliation. There are few studies that have used a casual design in which they have first identified the high-low groups on work behavior and then have taken the job satisfaction data.

Although it is difficult to define adjustment most psychologists and organizational behaviorists have been able to narrow it down to what they call neuroticism and anxiety. Neuroticism, perhaps, can "be examined in the light of what is socially desirable. Generally deviation from socially expected behavior has come to be identified as neurotic behavior. Since the socially expected desirable behavior may change from generation to generation, the symptoms of deviant behavior may also change. Neuroticism also varies in degree. Chronic absenteeism may verge on neuroticism while a person coming barefoot to the office may be a milder form of it. Though it may be easy to identify symptoms of neuroticism it is very difficult to know what causes it. Family tensions, job tensions, social isolation, emotional stress, fear, anxiety or any such sources could be a source of neuroticism.

Anxiety, on the other hand, has a little clearer base. It is generally seen as a

mental state of vague fear and apprehension, which influence the mode of thinking. Its reasons vary from individual to individual and in the same individual from time to time. However, irrespective of the sources, anxiety usually shows itself in such mental states as depression, impulsiveness, excessive worry and nervousness.

Adjustment problem usually show them selves in the level of job satisfaction. For long, both theorists and practitioners have been concerned with employees' adjustment and have provided vocational guidance and training to them to minimize its impact on work behavior. Most literature in this area, generally suggests a positive relationship between adjustment and job satisfaction. People with lower level of anxiety and low neuroticism have been found to be more satisfied with their jobs.

RELATION BETWEEN JOB SATISFACTION AND ACCIDENTS

Research on the relationship between job satisfaction and accident, generally shows that the higher the satisfaction with the job, the lower is the rate of accidents. Though it is ditlicult to, explain such a relationship but generally a satisfied employee would not be careless or negligent and would encounter lesser possibilities of running into an accident situation. The more favorable attitude towards job would make him more positively inclined to his job and there would be a lesser probability of getting to an unexpected. incorrect or uncontrolled event in which either his action or the reaction of an object or person 'may result in personal injury.

The general trend seems to be of higher satisfaction score of non-accident group as compared to the accident group. Subsequent analysis showed that the differences in the averages were statistically, significant in the areas of management and personal adjustment. Although the satisfaction scores were not statistically significant in the job and social relation areas for the two groups, as far as the overall satisfaction is concerned no accident group was found to be significantly more' satisfied than the accident group.

RELATION BETWEEN JOB SATISFACTION AND EMPLOYEE WITHDRAWAL

When employees are dissatisfied with their jobs they tend to find ways of minimizing their exposure to them-that is, they withdraw. Two main forms of employee withdrawal are absenteeism and voluntary turnover. By not

showing up to work and or by quitting to take a new job, people might be expressing their dissatisfaction with their jobs or attempting to escape from the unpleasant aspects they may be experiencing.

RELATION BETWEEN SATISFACTION AND ABSENTEEISM

Absenteeism in the workplace costs organizations thousands of dollars in lost productivity. In fact, despite a reduction in the absenteeism rate in 2002, absences cost organizations on average \$789 per employee (Marsh, 2002). Studies indicate a variety of factors for absenteeism (Locke, 1984; Mobley, 1977) such as the desire to leave a current job (Mobley, 1977), employee group behavior (Steers & Rhodes, 1978; Markham & McKee, 1995), demographic factors (Steel & Rentsch, 1995; Hackett, Bycio, and Guion 1989), and job stress (Steel, 1995; Greenglass and Burke, 2000).

Absenteeism (Mobley, 1977) has been linked to individuals desire to leave their current job. In this stream of research, absenteeism is an antecedent for job turnover. As an individual becomes dissatisfied with his or her current position, a mental process begins by which the individual begins evaluating other situations and other employment options. Absenteeism is one of those first steps in an employee's mental process in disconnecting with his or her present job (Mobley, 1977). Steers and Rhodes (1978) take exception to Mobley (1977) in that they do not believe that absenteeism is an antecedent to turnover, rather it is a separate issue in itself.

Various reasons are given for individuals missing work from the actual job situation to employee values, pressures to attend, and personal and workgroup norms and values. Markham and McKee (1995) have linked absenteeism to the behavior of the group to which the employee belongs. If the employees belongs to a group that tolerates absences then employees will be more likely to be absent, however, if individuals belong to a group that does not tolerate absences then employees tend to miss less work (Markham & McKee, 1995).

Personal demographics such as gender and education level are also thought to influence absenteeism with women missing more work, presumably because of children (Steel & Rentsch, 1995). In today's society with many women working full-time outside the home, it appears that women are still carrying the majority of the childcare burden. In a study conducted by Hackett, Bycio, and Guion (1989) higher absenteeism was also found with

women primarily due to sick family members. While it is likely to see this trend begin to change, at this time, women more frequently miss work than men because of childcare responsibilities. Steel and Rentsch (1995) also found that those individuals with higher education tended to not miss as much work as those with less education. This was due in part because persons with higher education viewed their work as a career rather than just a job.

Job stress has also been linked to absenteeism (Steel, 1995). The belief is as employees experience increasing levels of stress in the workplace, the greater the need for absences becomes. A recent study (Unsworth & Veysey, 2001) involving organizations in the U.K. indicated 70 percent of the organizations responding that employee stress and the resulting absenteeism was one of the most likely issues that employers will face in the next few years. In a study conducted by Greenglass and Burke (2000) with hospital nurses experiencing downsizing, they found that those nurses who had better coping abilities had better overall feelings regarding their professional accomplishments and less depression and anxiety.

With respect to absenteeism, research has shown that the lower individuals' satisfaction with their jobs, the more likely they are to be absent from work. The strength of this relationship, however, is modest rather than strong. The reason is that dissatisfaction with one's job is likely to be just one of many factors influencing employees' decisions to report or not report to work. For example, even someone who really dislikes her job may not be absent if she believes her presence is necessary to complete an important project. Not surprisingly, companies are extremely interested in controlling the problem of absenteeism.

In everyday life certain contingencies require a little extra effort on the part of workers to come to work. A minor problem with bicycle, a drizzle, a small fight with the spouse and several such incidents have a tremendous impact on the work attendance. For a dissatisfied worker these may be major reasons for missing the work but for a satisfied worker these may be irrelevant. The fact, however, remains that the absence from work, irrespective of the reasons, adds considerable cost to the process of output. One such cost is paying a large sum to badli workers or retaining a large number of employees than required to meet such contingencies arising out of the phenomena of absenteeism. Over manning alone amounts to 10 per cent of the total work force.

We find a consistent negative relationship between satisfaction and

absenteeism, but the correlation is moderate-usually less than +0.40.60 While it certainly makes sense that dissatisfied employees are more likely to miss work, other factors have an impact on the relationship and reduce the correlation coefficient. Organizations that provide liberal sick leave benefits are encouraging all their employees-including those who are highly satisfied to take days off.

An excellent illustration of how satisfaction directly leads to attendance, where there is a minimum impact from other factors is a study done at sears. The interesting dimension in this study is that the snowstorm gave the Chicago employees a built-in

Excuse not to come to work. The storm crippled the city's transportation, and individuals knew they could miss work this day with no penalty. This natural experiment permitted the comparison of attendance records for satisfied and dissatisfied employees at two locations one where you were expected to be at work With normal pressures for attendance) and the other where you were free to choose with no penalty involved. If satisfaction leads to attendance, where there is an absence of outside factors, the more satisfied employees should have come to work in Chicago, while dissatisfied employees should have stayed home. The study found that on this particular April absenteeism rates in New York were just as high for satisfied groups of workers as for dissatisfied groups. But in Chicago, the workers with high satisfaction scores had much higher attendance than did those with lower satisfaction levels. These findings are exactly what we would have expected if satisfaction were negatively correlated with absenteeism. Regardless of level of satisfaction, the latter are more likely to remain with the organization because the receipt of recognition, praise and other rewards gives them more reasons for staying

RELATION BETWEEN SATISFACTION AND TURNOVER

Satisfaction is also negatively related to turnover, but the correlation is stronger than what we found for absenteeism. Yet, again, other factors such as labor market conditions, expectations about alternative job opportunities, and length of tenure with the organization are important constraints on the actual decision to leave one's current job.

Low satisfaction has been found to be consistently associated with turnover. Less satisfied employees are more likely to quit their jobs than others who are more satisfied with their jobs. Less satisfied employees are also likely to be

absent from work more frequently than their more satisfied co-workers .

Another costly form of withdrawal related to job satisfaction is voluntary turnover. The lower people's levels of satisfaction with their jobs, the more likely they are to consider resigning and to actually do so. As in the case of absenteeism, this relationship is modest, and for similar reasons. Many factors relating to the individuals, their jobs, and economic conditions shape decisions to move from one job to another. For example, in a recent study Judge found that the extent to which satisfaction was associated with turnover depended on people's affective dispositions that is, on their tendency to be generally satisfied (happy with life in general) or dissatisfied (prone to gripe a lot about things)

CONSEQUENCES OF JOB SATISFACTION/DISSATISFACTION

CONSEQUENCES OF JOB SATISFACTION

Job Satisfaction and employee turnover

High employee turnover is of considerable concern for employers because it disrupts normal operations, causes morale problems for those who stick on and increases the cost involved in selecting and training replacements. The employer does whatever possible to minimize turnover. Making the employees feel satisfied on their jobs being one such. In four major reviews of the relationship between satisfaction and turnover. It has been demonstrated that workers who have relatively low levels of job satisfaction are the most likely to quit their jobs and that organizational units with the lowest average satisfaction levels tend to have the highest turnover rates.

However, the withdrawal behavior of employees is modified by loyalty to the organization, as some employees cannot imagine themselves working elsewhere, however dissatisfied they are in their present jobs. Availability of other places of employment also influences turnover. If greener pastures are available, an employee does not mind going in search of them, notwithstanding the present level of job satisfaction he enjoys.

Satisfaction and absences

Correlation of satisfaction to absenteeism is also proved conclusively.

Workers who are dissatisfied are more likely to take "mental health" days, i.e., days off not due to illness or personal business. Simply stated, absenteeism is high when satisfaction is low. As in turnover, absenteeism is subject to modification by certain factors. The degree to which people feel that their jobs are important has a moderating influence on their absences. Employees who feel that their work is important tend to clock in regular attendance.

Satisfaction and Safety

Poor safety practices are a negative consequence of low satisfaction level. When people are discouraged about their jobs, company, and supervisors, they are more liable to experience accidents. An underlying reason for such accidents is that discouragement may take one's attention away from the task at hand.

Satisfaction and Job Stress

Job stress is the body's response to any job-related factor that threatens to disturb the person's equilibrium. In the process of experiencing stress, the employee's inner state changes.¹ Prolonged stress can cause the employee serious ailments such as heart disease, ulcer, blurred vision, lower back pain, dermatitis, and muscle aches.

Chronic job-dissatisfaction is a powerful source of job stress. These employees are costly to the management in terms of time lost due to frequent absences and increased payments towards medical reimbursements. In additions to the above, it has been claimed that satisfied employees tend to have better mental and physical health and learn new job-related tasks more quickly.

Satisfaction and Productivity

In the long-run job-satisfaction leads to increased productivity. The very important reasons for the apparent lack of direct relationship between job satisfaction and productivity are:

(a) Measurement deficiency

The explanation for the lack of clear-cut relationship between satisfaction and productivity may be attributable to the measurement of satisfaction as a result in the absence of objective criterion, subjective evaluation may

become objectionable and unreliable. They might distort the relationship.

(b) Performance cannot significantly vary.

The individual performance cannot significantly vary. A worker in general operates under certain technological constraints where he cannot go beyond a particular level of output.

The performance, in this intriguing model leads to two kinds of rewards intrinsic and extrinsic, where extrinsic rewards such as salary and production bonuses are under the control of organization and where intrinsic rewards such as challenging jobs, etc. stem from the job itself. Intrinsic rewards are more closely related to satisfaction.

Criticism of the model are many first, the relationship between job-satisfaction and job performance is weak, the median correlation between satisfaction and performance is only secondly, there is more evidence to suggest that job performance leads to job satisfaction, third there are some conditions under which high productivity more clearly leads to high job-satisfaction 41(employees perceive that intrinsic and extrinsic rewards are contingent upon their productivity).

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CONSEQUENCES OF DISSATISFACTION**Negative Is Stronger Than Positive**

Job Satisfaction or Job Dissatisfaction are of great concern to management since there is a relationship between Job Satisfaction and job performances. Dissatisfaction seems to be more motivating than satisfaction. In a similar way, people often react more immediately and visibly to pain than to a

pleasant stimulus.

High levels of absenteeism and staff turnover can affect bottom line, as temps, recruitment and retraining take their toll. But few practices (in fact, few organizations) have made job satisfaction a top priority, perhaps because they have failed to understand the significant opportunity that lies in front of them. Satisfied and motivated employees tend to be more productive, creative and committed to their employers, and recent studies have shown a direct correlation between staff satisfaction and patient satisfaction. Family physicians who can create work environments that attract, motivate and retain hard-working individuals will be better positioned to succeed in a competitive health care environment that demands quality and cost-efficiency. What's more, physicians may even discover that by creating a positive workplace for their employees, they've increased their own job satisfaction as well. Job satisfaction have a variety of effects. These effects may be seen in the context of an individual's physical and mental health, productivity and turnover.

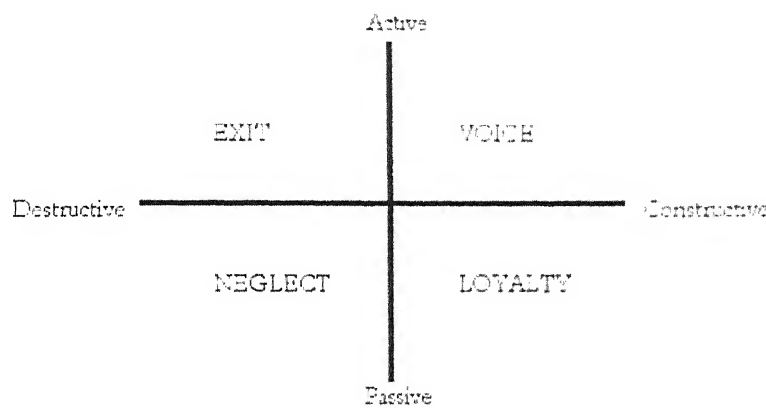
Employee dissatisfaction can be expressed in a number of ways. Charles Hulin defines job withdrawal as a "set of behaviors that dissatisfied individuals enact to avoid the work situation." For example, rather than quit, employees can complain, be insubordinate, steal organizational property, or shirk a part of their work responsibilities. Following figure offers four responses that differ from one another along two dimensions: constructiveness/destructiveness and activity/passivity. They are defined as follows:

Responses to Job Dissatisfaction

The first thing about job satisfaction is the ways through which employees express their job dissatisfaction. Following figure offers four responses that differ from one another along two dimensions: constructive/destructive and activity/passivity

Exit: Behavior directed toward leaving the organization. Includes looking for a new position as well as resigning.

Voice: Actively and constructively attempting to improve conditions. Includes suggesting improvements, discussing problems with superiors, and some forms of union activity.



Responses to Job Dissatisfaction

Loyalty: Passively but optimistically waiting for conditions to improve. Includes speaking up for the organization in the face of external criticism and trusting the organization and its management to "do the right thing."

Neglect: Passively allowing conditions to worsen. Includes chronic absenteeism or lateness, reduced effort, and increased error rate.

Behavior Change

One might expect that an employee's first response to dissatisfaction would be to try to change the conditions that generate dissatisfaction. This can lead to supervisor-subordinate confrontation, perhaps even conflict. Employees can initiate change through whistle-blowing: taking grievances public by going to the media. The damage that a single well-placed whistle-blower can do to an organization was recently revealed at Archer-Daniels Midland. Top executive Mark Whitacre, working in cooperation with FBI, taped many conversations that were later used to charge ADM with price fixing in one of the biggest antitrust cases in 1990s.

Psychological Job Withdrawal

When dissatisfied employees are unable to change their situation or remove themselves physically from their jobs, they may "psychologically disengage" themselves from their jobs. This psychological disengagement can take

several forms. First, if the primary dissatisfaction has to do with the job itself, the employee may display a very low level of job involvement. Job involvement is the degree to which people identify themselves with their jobs. People who are uninvolved with their jobs consider their work an unimportant aspect of their lives.

A second form of psychological disengagement, which can occur when the dissatisfaction is with the employer as a whole, is a low level of organizational commitment. Organizational commitment is the degree to which an employee identifies with organization and is willing to put forth effort on its behalf. Individuals who have low organizational commitment are often just waiting for the first good opportunity to quit their jobs. They are often very difficult to motivate.

Most employers think that the staffing policies of the 1980s may have killed company loyalty in the 1990's to cope with global competition, deregulation, hostile takeovers, and unprecedented levels of corporate debt, many companies were forced to slash their labor costs through massive layoffs. According to the US Department of Commerce, 4.7 million workers who had held their jobs for more than three years have been dismissed since 1983. As Rudy Oswald, chief economist for the AFL-CIO, noted "There is little bond between employers and workers anymore." When asked, "Compared with ten years ago, are the employees today more loyal or less loyal to their companies?" 63 percent said "less"; only 22 percent said "more." Half of those responding said it was "likely" they would "change employers in the next five years." Thus, just as U.S. businesses are trying to create a new sense of worker participation and involvement, many of their employees are showing reduced levels of commitment and dependency.

Absenteeism

Absenteeism refers to the frequency of absence of a job holder from the work place- either unexcused absence due to some avoidable reasons or long absence due to some unavoidable reasons. It is the former type of absence which is a matter of concern. This absence is due to lack of satisfaction from the job which produces a 'lack of will to work' and alienates a worker from work as far as possible. Thus, job satisfaction is related to absenteeism.

If the job conditions cannot be changed, a dissatisfied worker may be able to solve his or her problem by leaving the job. This could take the form of an

internal transfer if the dissatisfaction is job-specific (e.g. the result of an unfair supervisor or unpleasant working conditions). On the other hand, if the source of the dissatisfaction relates to organization wide policies (e.g. lack of job security, or below-market pay levels), organizational turnover is likely to suffer.

Productivity :

There are two views about the relationship between job satisfaction and productivity :

1. A happy worker is a productive worker,
2. A happy worker is not necessarily a productive worker.

The first view establishes a direct cause-effect relationship between job satisfaction and productivity; when satisfaction increases, productivity increase when job satisfaction decreases, productivity decreases. The basic logic behind this is that a happy worker will put more efforts for job performance. However, this may not be true in all cases. For example, a worker having low expectations from his jobs may feel satisfied but he may not put his efforts more vigorously because of his low expectations from the job. Therefore, this view does not explain fully the complex relationship between job satisfaction and the other view is that a satisfied worker is not necessarily a productive worker. Research studies also support this view. This relationship may be explained in terms of the operation of two factors-effect of job performance on satisfaction and organizational expectations from individuals for job performance.

Job performance leads to job satisfaction and not the other way round. The basic factor for this phenomenon is the rewards (a source of satisfaction) attached with performance. The intrinsic reward stems from the job itself which may be in the form of growth potential, challenging job, etc. the satisfaction on such type of reward may help to increase productivity. The extrinsic reward is subject to control by management such as salary, bonus, etc. any Increase in these factors does not help to Increase productivity though factors increase job satisfaction.

A happy worker does not necessarily contribute to higher productivity because he has to operate under certain technological constraints and, therefore, he cannot go beyond certain output. Further, this constraint affects the management's expectations from the individual in the form of lower

output. Thus the work situation is pegged minimally acceptable level of performance.

However, it does not mean that the job satisfaction have no impact on productivity. A satisfied worker may not necessarily lead to increased productivity but a dissatisfied worker leads to lower productivity.

Exit and neglect behaviors encompass our performance variables - productivity, absenteeism, and turnover. But this model expands employee response to include voice and loyalty-constructive behaviors that allow individuals to tolerate unpleasant situations or to revive satisfactory working conditions. It helps us to understand situations, such as those sometimes found among unionized workers, where low job faction is coupled with low turnover. Union members often express dissatisfaction through the grievance procedure or through formal contract negotiations. These voice mechanisms allow the union members to continue in their jobs while convincing themselves that they are acting to improve the situation.

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Harms Physical and Mental Health

The degree of job satisfaction affects an individual's physical and mental health. Since job satisfaction are types of mental feeling, their favorableness or unfavourableness affects the individual psychologically which ultimately affects his physical health. For example, Lawler has point out that drug abuse, alcoholism, and mental and physical health result from psychologically harmful jobs. Further, since a job is an important part of life, job satisfaction influences general life satisfaction. The result is that there is spillover effect which occurs in both directions between job and life satisfaction.

Tardiness And Employee Turnover

Employee tardiness is a human resource issue that seems to be consistently a problem. Tardiness has been identified as one of the most pervasive problems that plagues employers (Pell, 1992). Reasons many people give for tardiness include very common issues such as oversleeping, childcare issues, and trying to accomplish more tasks in the morning than time allows. Monitoring of employee tardiness is time consuming as well in the lost productivity and supervisory time in counseling and disciplining late employees (Blau, 1999).

Studies devoted strictly to lateness have been few and far between (Blau, 1999). However, in a key study conducted by Blau (1999) it was found that group behavior related to tardiness because if the group within which the individual worked tended as a group to tolerate lateness, then individuals were late more often. Conversely, if the work group did not tend to tolerate lateness, then employees were timelier. At the individual level, Blau (1994) found that counseling with employees who tended to be tardy helped reduce the lateness problem.

Turn over of employees is the rate at which employees leave the organization within a period of time. When an individual feels dissatisfaction in the organization, he tries to overcome this through various ways of defense mechanism. If he is not able to do so, he opts to leave the organization. Thus, in general case, employee turnover is related to job satisfaction. However, job satisfaction are not the only cause of employee turnover, the other cause being better opportunity elsewhere. For example, in the present context, the rate of turnover of computer software professionals is very high in India. However, these professionals leave their organisations not simple because they are not satisfied but because of the opportunities offered from other sources particularly from foreign companies located abroad.

Voluntary turnover, which is strongly related to job satisfaction, is a costly and disruptive phenomenon for organizations. Hewlett-Packard, a high-technology firm, estimates that it spends \$ 40,000 to replace one middle-level manager. Typically only workers who have alternative employment opportunities consider leaving, and it is the best employees who often have the most opportunities. Thus, widespread dissatisfaction can cause dysfunctional turnover: the best employees moving on, the worst staying on and engaging in other forms of withdrawal behavior. In the worst scenario, the better employees go to work for the company's competitors.

Another way of physically removing oneself from the dissatisfying work is to be absent. Absenteeism is disruptive and costly to an organization.. It has been estimated that absenteeism costs organizations an average of \$505 a day for large employers and \$662 a day for employers with fewer that 100 employees.

Short of missing the whole day, a dissatisfied employee may be late for work. Although not as disruptive as absenteeism, tardiness can be costly, and tardiness is related to job satisfaction. It can be especially costly when others depend on the tardy individual.

In other words, satisfied worker tends to stay and dissatisfied tends to leave. It is intuitively reasonable that since workers derive different levels of satisfaction from work roles job dissatisfaction forces an individual to leave the jobs and seek action elsewhere. In few organizations turnover and absenteeism account for a, substantial slice of total labor costs. With high labor turnover rate, the cost of recruitment, and training the new employees, which the management cannot ignore, goes up. Serious Job Dissatisfaction

can result in stress and tension, which is usually the cause of a variety of physiological disorders.

Union activity

One of the surest signs of deteriorating conditions is job satisfaction. In its more sinister form it is behind wildcat strikes, slowdowns, absences and employee turn over. It may be a part of grievances, low performances, disciplinary problems and other difficulties. It is provided that job - dissatisfaction is major causes for unionizations. Dissatisfaction with wages, job security, fringe benefits, chances of promotion and treatment by supervisors are reasons for employees union.

Early Retirement

High Job satisfaction, on the other hand, gladdens the hearts of administrators. Because it tends to be connected with positive conditions that administrators want. Although high satisfaction is the hallmark of a well-managed organization, it cannot be urged into existence or even bought.

Diminishing Returns

Frequently, there is not a simple relationship between satisfaction and its consequents. For example: the greater the dissatisfaction, the greater the motivation to quit. Once people are basically satisfied, they are no longer motivated to quit. How will their behavior be different if they are wildly satisfied with their jobs? They will still not be motivated to quit. Thus, once employees are satisfied and motivated with their jobs, being wildly satisfied may not produce significantly different behavior.

Negative Publicity

Another frequently noticeable consequence of job dissatisfaction is 'bad mouthing the organization. That is the disgruntled employee verbalizes his discontent to others in the community and makes the organization unpopular. Such negative publicity can conceivably lead to difficulty in recruiting new employees. It may also results in loss of business to a certain extent.

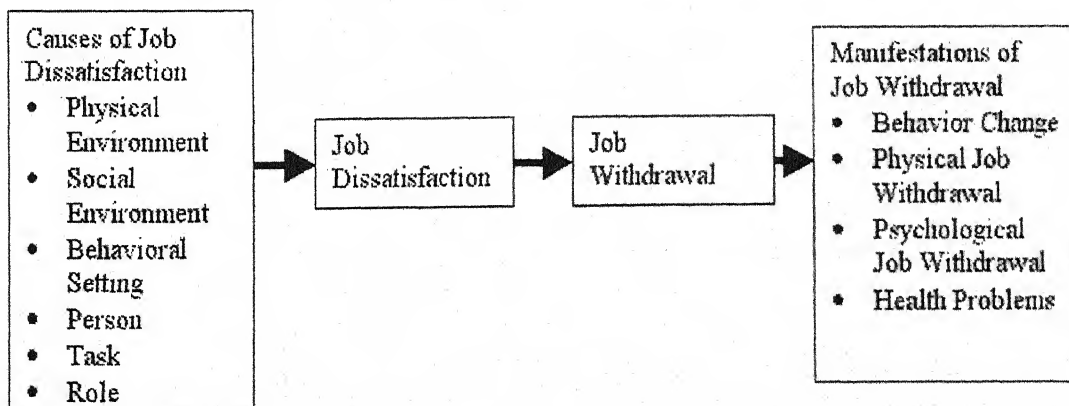
Employee Unrest

In the state of unhappiness with job the worker may not attend to his job properly, may be involved in daydreaming, be forgetful or just may not care. He may start complaining about work condition and find faults with everything that goes on the work environment. One may start coming late to work or be absent from work periodically. Sometimes, this unrest become so frustrating that it may lead to undesirable habits as excessive drinking. At its extreme; unrest may affect a mental health and well being of the worker.

Moods

We all know that mood has an affect on people's attitudes toward life and work. Feelings and moodiness carryover from situation to situation. Life affects work and work affects life. In fact moods have been found to affect decisions and behavior over a six-month period. Researchers have been able to place these mood swings within two dimensions. One dimension is the positive side of mood. People with high positive affective moods are those that feel a zest for life, are active and enthusiastic. People with low affective moods are drowsy, dull and listless. The other dimension represents the negative side of moodiness. People possessing a high negative affective mood are distressed, fearful, nervous and possible angry. On the other hand a low negative affective mood is characterized by a state of calm and a relaxed attitude.

Employees with low positive moods are listless and tired. These are the employees who have a tendency to wake in the morning feeling depressed and to choose to stay home for the day. Employees reporting moods on the other end of these two dimensions were not absent from work.



SOURCES OF JOB DISSATISFACTION

Characteristics of the Physical Environment: Most workers react negatively to extreme physical environments. Physical features of the environment like cleanliness and health hazards, temperatures and lighting requirements, and where the job takes place, such as indoors or outdoors, indoor air pollution ("sick building syndrome" - SBC) affect job attitudes.

Characteristics of the Social Environment: The two primary sets of people in an organization who affect job satisfaction are coworkers and supervisors. A person may be satisfied with his or her supervisor and coworkers for one of three reasons.

First, the person may have many of the same values, attitudes, and philosophies that the co-workers and supervisors have. Indeed, many organizations try to foster a culture of shared values among employees. For example, after years of having a rather hierarchical and elitist structure, General Motors has recently tried to instill a more democratic corporate culture. Many of its moves are purely symbolic, such as shutting down the executive dining room on the 14th floor of GM headquarters. According to Executive Vice-President William Hogland, it used to be that "the big shooters went to the 14th floor, and the little people went someplace else." Other symbolic action included dispensing with neckties on Fridays - a symbol that identified and separated former levels of employees. Although these kinds of changes hardly substitute for real business changes, they do have some value in reducing the 'us versus them' division that can subvert cooperation and coordination across levels."

Second, the person may be satisfied with his or her supervisor and co-workers because they provide social support. Social support means the degree to which the person is surrounded by other people who are sympathetic and caring.

Third, supervisors and co-workers may help the person attain some valued outcome. For example, a new employee may be uncertain about what goals to pursue or what paths to take to achieve those goals. This person will likely be satisfied with a supervisor or co-workers who can help clarify those goals and paths.

Because a supportive environment reduces dissatisfaction, many organizations foster team building both on and off the job. The idea is that group cohesiveness and support for individual group members will be

increased through exposure and joint efforts. Although management certainly cannot ensure that each stressed employee makes friends with other employees, it can make it easier for employees to interact, a necessary condition for developing friendship and rapport.

Characteristics of the Behavioral Settings: Behavioral settings have two important and interrelated aspects: (1) social density, the number of people in an area divided by the number of square feet in the area, and (2) privacy, the freedom from external observation and interruption (e.g. e-mail privacy in the company). Research with clerical workers shows that job satisfaction decreases as social density increases. Social density is particularly problematic when it occurs in the absence of partitions or enclosures so that one is both crowded and lacks privacy. Modern technologies are increasing the degree to which employees can be closely monitored, and in some cases this can lead to feeling of lack of privacy.

Characteristics of the Person: Researchers use the term affectivity to describe certain individual dispositions; the term can be used to describe individuals' differences in satisfaction with any and all aspects of life. Persons who are high in negative affectivity report higher levels of aversive mood states, including anger, contempt, disgust, guilt, fear, and nervousness across all contexts (i.e. work and nonwork). These people also tend to focus extensively on the negative aspects of themselves and others. They are more likely to experience significantly higher levels of distress than others - which implies that some people bring dissatisfaction with them to work. Research has shown that negative affectivity in early adolescence is predictive of overall job satisfaction in adulthood.

Although those low in negative affectivity generally report more job satisfaction than those with high negative affectivity, when people who are generally low in negative affectivity decide they are dissatisfied with their work, their behavioral reaction is much stronger.

Depressed workers are not productive workers. The bad news is that depression affects 17.6 million Americans each year. Since the annual cost of depression in the United States is estimated to be \$43.7 billion in lost productivity, absenteeism, and medical care, it makes good sense for companies to find ways to alleviate depression in the workplace

MANAGEMENT TECHNIQUE DESIGNED TO INCREASE JOB SATISFACTION

A very genuine question may strike to an average person that why is it important to know an individual's values? Although they don't have a direct impact on behavior, values strongly influence a person's attitudes. So knowledge of an individual's value system can provide insight into his or her attitudes.

An employee's performance and satisfaction are likely to be higher if his or her values fit well with the organization. This argues for management to strive during the selection of new employees to find job candidates who not only have the ability, experience, and motivation to perform but also have a value system that is compatible with the organizations.

TECHNIQUES OF RAISING JOB SATISFACTION LEVEL

Nowadays satisfaction of employees is very important element for the fulfillment of long-term goals of the organization, reason being that there is paradigm shift in the resources. Human Beings are considered to be one of the most important resources of the organization. If proper tools and techniques of management are adopted the level of Job Satisfaction can be increased among the employees some of the techniques are stated below.

a) Job Design-Structuring tasks for high motivation

The approach to job satisfaction that we will consider in this topic is the largest in scope because it is directed at improving the nature of the work performed. The idea behind job design is that motivation can be enhanced by making jobs more appealing to people.

i) Job Enlargement and Job Enrichment

One of the first modern approaches to redesigning jobs suggested that such consequences could be minimized by having people perform an increased number of different tasks all at the same level. This approach is known as job enlargement. Adding tasks in this fashion is said to increase the horizontal job loading of the position.

The enlargement of jobs combined these various functions into larger jobs performed by the same people. Although it was more difficult and expensive to train people, to perform the enlarged jobs than the separate jobs, important benefits resulted as well. And,

because one person follows the whole job all the way through, greater opportunities to correct errors existed.

In contrast to job enlargement, job enrichment gives employees not only more jobs to do, but also more tasks to perform at a higher level of skill and responsibility (Figure). Job enrichment gives employees the opportunity to take greater control over how to do their jobs. Because people performing enriched jobs have increased opportunities to work at higher levels the job enrichment process is said to increase a job's vertical job loading.

Job Enlargement versus Job Enrichment: Two Ways of designing Jobs

Although evidence suggests that job enrichment programs also have been successful at other organizations, several factors limit their popularity. Most obvious, is the difficulty of implementation. To redesign existing facilities so that jobs can be enriched is often prohibitively expensive. The technology needed to perform certain jobs makes it impractical for them to be redesigned. Another impediment is the lack of employee acceptance. Similarly, people may get used to having to do in certain ways, and don't like having to change.

ii) Job Characteristic Model

The job characteristics approach assumes that jobs can be designed so as to help people get enjoyment out of their jobs, and care about the work they do. The job characteristics model identifies how jobs can be designed to help people feel that they are doing meaningful and valuable work. In particular, the model proposed by Hackman and Old Ham specifies that enriching certain elements of jobs alter people's psychological state in a manner that enhances their work effectiveness. Specifically the model identifies five core jobs dimensions that help create three critical psychological states leading in turn to several beneficial personal and work outcomes

Skill variety is the extent to which a job requires a number of different activities using several of the employee's skills and talents. For example, an office manager with high skill variety may have to perform many different tasks.

Task identity is the extent to which a job requires completing a

whole piece of work from beginning to end. For example, tailors will, have high task identity if they do everything related to making a whole suit (e.g., measuring the client, selecting the fabric, cutting and sewing it, and altering it to fit).

Task significance is the degree of impact the job is believed to have on others. For example, medical researchers working on a cure for a deadly disease probably recognize the importance of their work to the world at large.

Autonomy is the extent to which employees have the freedom and discretion to plan, schedule, and carry out their jobs as desired. For example, a furniture repairperson acts highly autonomously by freely scheduling his or her day's work and by freely deciding how to tackle each repair job confronted.

Feedback is the extent to which the job allows people to have information about the effectiveness of their performance. For example, telemarketing representatives regularly receive information about how many calls they make per day and the number and values of the sales made.

The job characteristics model specifies that the three critical psychological states affect various personal and work outcomes—namely people's feelings of motivation, quality of work performed, satisfaction with work, absenteeism, and turnover. The higher the experienced meaningfulness of work, responsibility for the work performed, and knowledge of results, the more positive the personal and work benefits will be. When they perform jobs that incorporate high levels of the five core job dimensions, people should feel highly motivated, perform high quality work, be highly satisfied with their jobs, be absent infrequently, and be unlikely to resign from their jobs.

The relationship between the job characteristics and behavior is likely to be moderated by the level at which the employee works in the organizational hierarchy and also the gender of the employee.

Given the proposed relationship between the core job dimensions and their associated psychological reactions, the model claims that job motivation will be highest when the jobs performed rate high on the various dimensions. To assess this, a questionnaire known as the Job Diagnostic Survey (JDS) has been developed to measure the degree to which various job characteristics are present in a particular job. This is done by using an index known as the

motivating potential score (MPS), computed as follows:

$$\text{MPS} = \text{Skill variety} + \text{task identity} + \text{task significance} + \text{autonomy} + \text{feedback}$$

The MPS is a summary index of jobs potential for motivating people. The higher the score for a given job, the greater the likelihood of experiencing the personal and work outcomes specified by the model. Knowing a job MPS helps one identify jobs that might benefit by being redesigned.

b) Techniques For Designing Jobs That Motivate: Some Managerial Guidelines

Because researchers have been actively involved in studying the goal-setting process for many years, it is possible to summarize their findings in the form of principles. These represent very practical suggestions to enhance motivation.

i) Combined tasks

Instead of having several workers each performing a separate part of a whole job, it would be better to have each person perform the entire job. Doing so helps provide greater skill variety and task identity.

ii) Establish client relationships

The job characteristics model suggests that jobs should be set up so that the person performing a service comes into contact with the recipient of the service. Jobs designed in this manner will not only help the employee by providing feedback, but also provide skill variety (e.g., talking to customers in addition to fixing cars), and enhance autonomy (by giving people the freedom to manage their own relationships with clients). This suggestion has been implemented at Sea-Land Service, the large containerized ocean-shipping company.

iii) Open Feedback Channels

Jobs should be designed to give employees sufficient feedback. The more people know how well they are doing the better they are to take corrective action. Sometimes clues about job performance can be clearly identified as people perform their jobs.

iv) Load jobs vertically

Loading a job vertically involves giving people greater responsibility for their jobs leaving responsibility for and control over performance away from managers and giving it to their subordinates increases the level of autonomy of the jobs offer these lower-level employees.

v) Updating The Employees With Latest Technology And Knowledge By HRD Programs

Companies do not hesitate to protect their investment in capital equipment and instruments. They go to extreme lengths to maintain their devices and update them when new software or design changes threaten to make them obsolete. And yet these same companies ignore the preventive maintenance required so that their single greatest investment, their people, grow and remain healthy and happy in the organization for years.

Regardless of whether your company offers these sorts of special programs or whether you look for ideas on your own, keep the challenge/mastery shuttle working for you in your career. It leads straight to the top.

vi) By Bringing Cultural Change

To change an absenteeism culture, a cultural change might be brought by systematic efforts based on: -

- Involvement of employees at all levels
- Result orientation
- A positive focus
- A systematic approach
- Follow up

c) KATZ and Associates have identified four measures of Job Satisfaction

- Pride in work group
- Intrinsic Job Satisfaction
- Company involvement
- Financial and job status satisfaction

To illuminate dissatisfaction or to improve job satisfaction a number of instructions can be undertaken. Some of the most important of them are

i) Improving the working conditions

One simple prescribed solution to increase job satisfaction is to improve those conditions, which are organizational sore parts. In one company job enrichment raised the morale of electronic technicians. By identifying the root cause of job dissatisfaction the management can evolve a strategy for remedial action.

Working Conditions and Working Environment must be proper so that employees may not feel any difficulty in discharging their duties properly. Working conditions that are compatible with an employee's physical comfort and that facilitate doing a good job contribute to job-satisfaction. Temperature, humidity, ventilation, lighting and noise, hours of work, cleanliness of the work place, and adequate tools and equipment are the features which affect Job Satisfaction. The assumption that working conditions and satisfaction are interrelated contradicts the two-factor theory of motivation.

ii) Transferring discontented works

In some cases it is also possible to mitigate dissatisfaction by transferring the disgruntled employees to another job matching his tastes and preferences. This transfer achieves a better fit between individual and job characteristics and promotes job satisfaction. This kind of transfer may not be without certain constraints. The dissatisfied person may be unwilling to move from the existing position or he may be incompetent to hold other challenging job.

iii) Changing the perceptions of dissatisfied employees

Employees sometimes have misconceptions about many aspects of job etc. Dissatisfaction stems from these misperceptions about the organization. Employees may be misinformed about certain issues or the misperceptions might be based on inadequate or incorrect information's. In these cases, management can change the perceptions of dissatisfied employees and restore job satisfaction. By furnishing the correct information, discontent

gets subsided over time.

iv) Initiate morale - building programs

Organization conducts programs of development wherein morale building becomes a major part. Even the successful organizations also conduct new programs to keep the morale and job satisfaction at the higher level. For instance, USAA (United Service Automobile Association) -the effective organization from the viewpoint of profitability and having a record of good service to public and with high morale among employees, has recently introduced a program called 'vanpooling' which increased job satisfaction of a larger number of employees

d) Other General Techniques

Fortunately, there is a much less expensive way to create greater employee satisfaction. It is virtually cost free and it increases productivity, which significantly improves the "bottom line." William M. Mercer, Inc. found in surveying 206 mediums to large companies in 1998 that in organizations with high turnover, compensation was the most common reason given for dissatisfaction. Several job elements contribute to job-satisfaction. The most important amongst them are wage structure, nature of work, promotion chances, quality of supervision, work group, and working conditions etc. Here some general techniques of increasing employee's job satisfaction are being mentioned.

i) Right Man for the Right Job

The very first important technique to increase the level of Job Satisfaction among employees is the allocation of work among the employees must be made on scientific basis so that right job may be allocated to the right person.

ii) Proper Remuneration

Remuneration bears a close, direct & significant role in influencing Job Satisfaction of employees. This is because of two reasons. First, money is an important instrument in fulfilling one's needs; and secondly, employees often see pay as a reflection of management's concern for them. Employees want a pay system, which is simple,

fair, and in line with their expectations. When pay is seen as fair, based on job demands, individual skill level, and community pay standards, satisfaction is likely to result. Therefore, the remuneration must be adequate and proper so that the employees may feel that they are being duly rewarded for their jobs.

iii) Security of Jobs

The jobs of employees must be secured so that they may feel stable in their jobs. Employee retention and turnover are the most objective measures of employee satisfaction/dissatisfaction in organizations. Common estimates of turnover costs range from \$10,000 to \$40,000 per person, depending on the position; while retention actually increases revenues. The Harvard Business review reports that a 5% increase in retention results in a 10% decrease in costs and productivity increases ranging from 25% to 5%.

iv) Promotional Opportunities

Promotional opportunities affect job satisfaction considerably therefore promotion opportunities must be available to the employees so that they may contribute their best efforts to achieve the targets. The desire for promotion is generally strong among employees as it involves change in job content, pays, responsibility, independence, status and the like. An average employee in a typical government organization can hope to get 1 or three promotions in his entire service, though chances of promotion are better in private sector.

v) Labour Welfare Schemes

Various schemes for labour welfare must be introduced like accommodation, medical facilities, insurance facilities, recreation facilities and prevention needs etc.

vi) Democratic Supervision

There is a positive relationship between the quality of supervision and job satisfaction. Supervision of the enterprise must be based on democratic principles. The supervisors must adopt Theory Y of supervision instead of X theory. Supervisors who establish a supportive personal relationship with subordinates and take a personal interest in them contribute to their employee satisfaction

Table gives the list of Supervisory actions.

1. Maintain open lines of communication
2. Create a good physical environment
3. Remedy sub-standard conditions
4. Transfer discontented employees
5. Change the 'perception of dissatisfied employees
6. Display concern for employees
7. Give ample recognition
8. Allow for participative management
9. Practice good management
10. Conduct morale-building programs

vii) Effective Communication System

Communication system must be sound so that the orders and instructions may easily be communicated to the employees and the opinions, suggestions, feelings and problems may be communicated to the Management.

viii) Establishment of Cordial Human Relations in work group

Cordial Human Relations must be established in the enterprise so that the employees may feel themselves an important part of the enterprise. The work group does serve as a source of satisfaction to individual employees. It does so, primarily by providing group members, with opportunities for interaction, with each other. It is well known that, for many employees work fills the need for social interaction. The work group is an even stronger source of satisfaction when members have similar attitudes and values. Having people around with similar attitudes "causes less friction on a day to day basis.

ix) Freedom to Work

Adequate freedom must be granted to the employees to do their work so that they may satisfy their ego. Organizations owe it to their employees to keep them fresh and challenged, and there are certainly lots of ways to do that. In the case of the aforementioned scientist/supervisor, his company went to special lengths to help

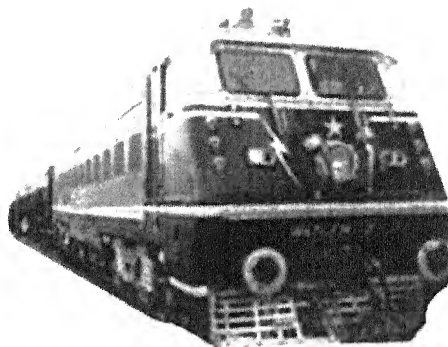
him with his problem. At our suggestion, the fellow pursued an adjunct professorship program that his company sponsored with a major university. He was able to grow scientifically as well as to develop and improve his administrative ability. Surprisingly, several months later, he chose to stay on his company's management ladder.

x) Nature of Work

Most employees crave intellectual challenges on jobs. They tend to prefer being given opportunities to use their skills and abilities and being offered a variety of tasks, freedom, and feedback on how well they are doing. These characteristics make jobs mentally challenging. Jobs that have too little challenge create boredom. But too much challenge creates frustration and a feeling of failure. Under conditions of moderate challenge, employees experience pleasure and satisfaction.



CHAPTER – 5



Motivation

- Meaning of motivation
- Nature of motivation
- Theories of Motivation
- Factors effecting motivation
- Motivation and its relationships
- Management Techniques Designed To Increase Motivation

Every management tries to coordinate various factors of production in such a way that their contribution is maximum in achieving organizational goals. The performance of non-human factors like machines, etc. will depend upon the level of technology and the competence of those who use them. To improve the overall performance in a business it becomes essential to increase the efficiency of human beings. The performance of persons depends upon two factors, i.e.

(i) Ability to do a work, and

(ii) Motivation.

Both these factors taken together will increase the efficiency of human beings. If a person does not have the capability or ability to do work then he cannot increase his efficiency. On the other hand, even if a person has got the ability but is not properly motivated even then his performance will be low.

A key element in personnel management is motivation. Motivation is an important factor which encourages persons to give their best performance and help in reaching enterprise goals. A strong positive motivation will enable the increased output of employee but a negative motivation will reduce their performance

Known as "*the father*" of Humanistic Psychology, Abraham Maslow stated that human beings are "perpetually wanting animals" that are driven by needs which drive us into action. Maslow asserted that mostly all human behaviors can be explained in terms of the individual needs we experience. These needs guide our actions and determine what is important to us; therefore they are the true source of human motivation. Maslow stated that people experience tension or discomfort when a need is operating. Our motivation is to relive this discomfort. For this reason we engage in certain behaviors with the goal of accomplishing this. For example, when we are hungry we feel a discomfort that will not be satisfied until we eat. Therefore we are likely to engage in behaviors such as driving to a restaurant, ordering food and ultimately eating until we are satisfied and the discomfort is no longer present. This need will goad one's behavior until it is satisfied. Once satisfied, this need is no longer a motivator (i.e. when you are full you are no longer motivated to eat). Therefore only unsatisfied needs are true sources of motivation

In the workplace, motivation is an often talked about concept used to describe efforts to increase employees work performance and productivity. We often

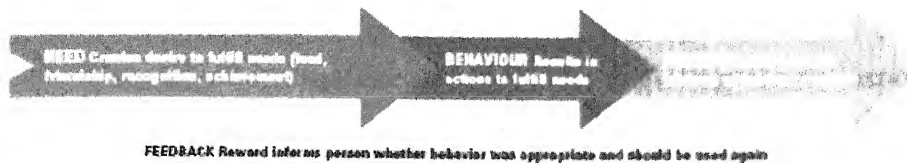
hear statements from frustrated supervisors such as, "He's just not motivated," or "I have got to figure out how to get these guys motivated." The crusade to motivate employees to better or even acceptable performance is one that is often fought with mixed and sometimes disappointing results. The source of this disappointment is based largely on a huge misconception that managers and supervisors have; that is, they believe that they can motivate their employees. The truth is that it is impossible to motivate another human being. Human beings are motivated by their own needs not someone else's. Understanding this fact is the first step of getting your employee's performance to improve. It is also important to understand how different groups have different needs. When dealing with two cultures in the workplace, it is important to understand what cultural and situational factors affect productive behaviors and why.

The term motivation can be traced to the Latin word *movere*, which means "to move." This meaning is evident in the following comprehensive definition: motivation is a process that starts with a physiological or psychological deficiency or need that activates a behavior or a drive that is aimed at a goal or incentive. Thus, the key to understanding the process of motivation lies in the meaning of, and relationships among, needs, drives, and incentives.

Needs set up drives aim at incentives; this is what the basic process of motivation is all about. In a systems sense motivation consists of these three interacting and interdependent elements:

Motivation refers to the forces either within or external to a person that arouse enthusiasm and persistence to pursue a certain course of action. Employee motivation affects productivity, and part of a manager's job is to channel motivation towards the accomplishment of organisational goals. The study of motivation helps managers understand what prompts people to initiate action, what influences their choice of action and why they persist in that action over time.

A simple model of human motivation is illustrated in the following figure. People have basic needs—such as need for food, achievement or monetary gain—which translate into an internal tension that motivates specific behaviour with which to fulfill the need. To the extent that the behavior is successful, the person is rewarded in the sense that the need is satisfied. The reward also informs the person that the behavior was appropriate and can be used again in the future.



A Simple model of motivation

Motivation has been variously defined by scholars. However, it can be defined in the following manner to express its meaning and concept:

The Encyclopedia of Management: "Motivation refers to degree of readiness of an organism to pursue some designated goal and implies the" determination of the nature and locus of the forces, including the degree of readiness. "

Motivation is a psychological phenomenon which generates within an individual. A person feels the lack of certain needs, to satisfy which he feels working more. The need satisfying ego motivates a person to do better than he normally does. From definitions given earlier the following inferences can be derived:

1. Motivation is an inner feeling which energizes a person to work more
2. The emotions or desires of a person prompt him for doing a particular work.
3. There are unsatisfied needs of a person which disturb his equilibrium.
4. A person moves to fulfill his unsatisfied needs by conditioning his energies.
5. There are dormant energies in a person which are activated by channelising them into actions.

Gibson, Ivancevich and Donnelly (2000:127) say motivation is a concept we use when we describe the forces acting on or within an individual to initiate and direct behavior. We use the concept to explain differences in the intensity of behavior (regarding more intense behaviors as a result of higher levels of motivation) and also to indicate the direction of behavior (e.g., when you're tired or sleepy, you direct your behavior toward getting some sleep).

Motivation is the process of stimulating an individual to take action that will accomplish a desired goal." (Barron's; 236). There are numerous definitions of motivation, which is logical, because there are many different personalities

that are motivated through different factors, as well as there exist various motivation theories and programs. Motivation is getting more important every day since the competition in the workplace is increasing on a daily basis as well as the unemployment rate. Management has to find an effective way of motivate not only themselves, but more to motivate their employees, therefore management has to take into account theories and has to consider the differences in personality of its workforce, to imply a successful motivation program.

When a manager wants to get more work from his subordinates then he will have to motivate them for improving their performance. They will either be offered incentive for more work, or may be in the space of rewards better - reports, recognition etc., or he may instill fear in them or use force for getting desired work.

NATURE OF MOTIVATION

Experts in the organizational behaviour field have a divided opinion as to whether workers are motivated by factors in the external environment such as rewards or fear or whether motivation is self generated without the application of external factors. It is quite well understood that under the same set of external factors all workers are not equally motivated. Some of these motivational sources are:

a) Positive Motivation

Positive motivation involves proper recognition of employee efforts and appreciation of employee's contribution towards the organizational goal and a sense of achievement. Such motivations improve the standards of performance, lead to good team spirit and pride, a sense of cooperation and a feeling of belonging and happiness. Some of the positive motivators are :-

- o Praise and credit for work done.
- o A sincere interest in the welfare of subordinates.
- o Delegation of authority and responsibility to subordinates.
- o Participation of subordinates in the decision making process.

b) Negative or Fear Motivation

This motivation is based upon the use of force, power, fear and threats.

The fear of punishment or unfavourable consequences affects the behavioural changes. Some examples of negative motivation include the fear of failing in the examination, and fear of being fired or demoted. Fear of failure in the examination induces motivation in many students to work harder and pass the course. Similarly, fear of being fired keeps the workers in line with the organizational rules and regulations as well as do a satisfactory job.

Punishment: Punishment is the imposition of unpleasant outcomes on an employee. Punishment typically occurs following undesirable behaviour. For example, a supervisor may berate an employee for performing a task incorrectly. The supervisor expects that the negative outcome will serve as a punishment and reduce the likelihood of the behaviour recurring. The use of punishment in organisations is controversial and often criticized, because it fails to indicate the correct behaviour. However, almost all managers report finding it necessary to occasionally impose forms of punishment ranging from verbal reprimands to employee suspensions or firings. Punishment, when referred in general, is an unfavorable condition introduced into the environment to eliminate undesirable behavior. This is used as one of the measures of Behavior Modification. Action resulting in punishment will demotivate repetition of action.

Aggression: Aggression is generally used in the civil service area where units are devoted to maintaining law and order. In some environments officers are grounded by their superiors in order to perform better and to stay out of illegal activities.

Stress: Stress works in a strange way to motivate, like reverse psychology. When under stress and difficult situations, a person feels pressured. This may trigger feelings of under-achieving, which results in a reverse mindset, to strive to achieve. This is almost sub-conscious. The net amount motivation under stress may motivate a person to work harder in order to "compensate" for his feelings.

Psychologists differentiate between this constructive form of stress, called eustress, and the unhelpful state of distress.

Secondary goals: These important biological needs tend to generate more powerful emotions and thus more powerful motivation than secondary goals. This is described in models like Abraham Maslow's hierarchy of needs. A distinction can also be made between direct and

indirect motivation: In direct motivation, the action satisfies the need, in indirect motivation, the action satisfies an intermediate goal, which can in turn lead to the satisfaction of a need. In work environments, money is typically viewed as a powerful indirect motivation, whereas job satisfaction and a pleasant social environment are more direct motivations. However, this example highlights well that an indirect motivational factor (money) towards an important goal (having food, clothes etc.) may well be more powerful than the direct motivation provided by an enjoyable workplace.

Coercion: The most obvious form of motivation is coercion, where the avoidance of pain or other negative consequences has an immediate effect. When such coercion is permanent, it is considered slavery. While coercion is considered morally reprehensible in many philosophies, it is widely practiced on prisoners, students in mandatory schooling, and in the form of conscription. Critics of modern capitalism charge that without social safety networks, wage slavery is inevitable. However, many capitalists such as Ayn Rand have been very vocal against coercion. Successful coercion sometimes can take priority over other types of motivation. Self-coercion is rarely substantially negative (typically only negative in the sense that it avoids a positive, such as undergoing an expensive dinner or a period of relaxation), however it is interesting in that it illustrates how lower levels of motivation may be sometimes tweaked to satisfy higher ones

Extinction: Extinction is the withdrawal of a positive reward, meaning that behaviour is no longer reinforced and hence is less likely to occur in the future. If a perpetually tardy employee fails to receive praise and pay raises, he or she will begin to realise that the behaviour is not producing desired outcomes. The behaviour will gradually disappear if it is not continually reinforced. Some executives use reinforcement theory very effectively to shape employees' behaviour.

While the fear of punishment and actual punishment has resulted in controlling individual misbehavior and has contributed towards positive performance in many situations and is necessary and useful in many other situations such as disciplining a child or handling a riot, it is not recommended or considered as a viable alternative in the current business and industrial environment. This is based upon the trend and changes in the workforce including higher level of employee education

and extensive employee unionization.

However, punishment or fear of it is still the most common technique of behaviour modification or control in today's life. When a child misbehaves, he is still spanked. If a worker does not behave according to the way the organization wants him to behave, he is fired. If a person does not behave as the society and law wants him to behave, he is punished by arrest and jail. All religions threaten punishment in the life hereafter if a person does not behave according to God's and religious rules.

Does the punishment system work? Does it change behaviour? Does the prison system reform the criminal? Does spanking make a "good" child? This area has received considerable attention and has become highly controversial. It has been proposed that while punishment has immediate and short-term effect in affecting and changing behaviour, the long term effects are highly questionable. A driver who gets fined for running a red light where he is supposed to stop may vow never to do it again at that time, but as the time passes, he will do it again.

In the context of organizational behaviour, no worker likes to be criticized or threatened with employment termination. Specifically, if the worker is punished for an occasional undesired behaviour, it will have a negative effect on his morale; make him bitter with a hostile state of mind, affecting negatively his social interaction as well as his sense of loyalty, perhaps resulting in poor performance and productivity and quality.

c) Extrinsic Motivation:

This type of motivation is induced by external factors which are primarily financial in nature. It is based upon the assumption that the behaviour which results in positive rewards tends to be repeated. However, the reward for the desired behaviour should be sufficiently powerful and durable so that it improves the probability of occurrence of desirable behaviour. Money is probably the most important incentive for positive behaviour since money can be used for a number of other resources.

These financial incentives and rewards have been a subject of debate whether they really motivate the employees or simply move them to

work and perform. These include higher pay, fringe benefits such as retirement plans, stock options, profit sharing scheme, paid vacation, health and medical insurance, sympathetic supervision and people oriented company policies.

d) Intrinsic Motivation:

Intrinsic motivation stems from feelings of 'achievement and accomplishment' and is concerned with the state of self actualization in which the satisfaction of accomplishing something worthwhile motivates the employee further so that this motivation is self-generated and is independent of financial rewards. For example, there are many retired doctors who work free in the hospital because it gives them a sense of accomplishment and satisfaction. Mother Teresa's work in the slums of Calcutta, India, not only motivates the people who work with her but also many others who simply hear about her work and then want to join the team. Similarly, Peace Corps workers work in uncomfortable environments at a minimal pay. Some of the intrinsic motivators are praise, recognition, responsibility, esteem, power, status, challenges and decision making responsibility.

THEORIES OF MOTIVATION

The concept of motivation can be traced back nearly twenty-three centuries in the Greek and Indian writings. The idea that we are motivated to do what brings us the best results for our benefit is found in the early Indian philosophy through such writings as "Charvak". The most ancient concept of "Nirvana", as proposed and propagated by earliest Aryan thinkers and religious scholars, motivates us to be "good" people so that we can achieve the final "oneness with God".

The Greek view of motivation has been dominated by the concept of hedonism which is a view that people seek pleasure and comfort and avoid pain and discomfort. This view was based upon intuition and common sense that an individual does what he does because he believes that it will give him more pleasure than anything else he might do. This philosophy, though still popular, depends excessively upon rational evaluation and does not take into consideration the effect of instincts or even the value system. Hedonism, based on maximizing personal pleasure cannot explain why some people

would sometimes risk their own lives to save others in times of crisis or why volunteers would spend so much of their time in collecting money for charitable causes. However, this view prevailed right up to the eighteenth and nineteenth centuries and is evident in the social and economical philosophies of such famous men as Adam Smith, Jeremy Bentham and John Stuart Mill."

The principles of hedonism seems to be too narrow minded and is empirically insignificant since it does not attempt to evaluate just what the individuals anticipate to be the results of their behaviour and how do they measure pleasure. For example, a person who risked his own life to save another had rationally decided to become a "hero" or did he act on "impulse," believing that it was the right thing to do irrespective of cost or consequences? The principle of hedonism can be more easily explained "after the fact" when the behaviour has already been explained. Thus, even the acts of simple kindness can be explained with the motives of "feeling good" about them or earning the gratefulness of those who have been helped by these acts. Since hedonistic explanations work best in explaining actions after they occur, they cannot be relied upon in predicting behaviour. These limitations of hedonistics' viewpoints brought motivation under different light during the late 1800s and early 1900s. William James and Sigmund Freud argue that instinctive behaviour and unconscious motivation are also important elements in human behaviour and these largely determine an individual's interpretation of, and response to, situations.

Instincts, which are inborn or innate predispositions, which are not consciously rational can explain certain aspects of human behaviour .. These instincts which influence human behaviour include the need for autonomy, curiosity, sociability, sympathy, fear, jealousy, love, dominance, harm avoidance, play, and sex. The large number of identified instincts identify a variety of possible behaviours. The instinct behaviour is like a reflex action, meant for survival and hence caters primarily to physiological needs. It is not learnt and is not dependent upon the consequences of an action. Most instincts are common to all people and would exhibit similar behaviour under similar circumstances. For example, if somebody has a flat tire while driving, the first instinctive reaction is to get mad.

The unconscious motivation, of which an individual is unaware, was brought up by Sigmund Freud who suggested that unconscious motives are primarily sexual and aggressive in nature and even though unconscious, they greatly influence everyday behaviour. These unconscious motives are revealed in

dreams, symbolism, slips of speech (known as Freudian slip) and hypnotic suggestions.

Both the instinctive motivation and unconscious motivation do not stand the "scientific analysis and contemporary psychologists explain behaviour by complex cognitive and environmental interactions.

The concept of motivation came under scientific scrutiny during 1930s and has led to formulation of many theories and models that try to scientifically explain the concept of motivation.

FOUNDATIONS OF MOTIVATION

A manager's assumptions about employees' motivation and his or her use of rewards depends on his or her perspective on motivation. Three distinct perspectives on employee motivation are the traditional approach, the human relations approach and the human resources approach. The most recent theories about motivation represent a fourth perspective, referred to as contemporary approaches.

TRADITIONAL APPROACH

The study of employee motivation really began with the work of Frederick W. Taylor on scientific management. Scientific management relates to the systematic analysis of an employee's job for the purpose of increasing efficiency. Economic rewards are provided to employees for high performance. The emphasis on pay evolved into the perception of workers as economic people – people who would work harder for higher pay. This approach led to the development of incentive pay systems, in which people were paid strictly on the quantity and quality of their work outputs.

HUMAN RELATIONS APPROACH

The economic man was gradually replaced by a more sociable employee in managers' minds. Beginning with the landmark Hawthorne studies at a Western Electric plant, non-economic rewards, such as congenial work groups that met social needs, seemed more important than money as a motivator of work behaviour. For the first time, workers were studied as people, and the concept of social man was born.

HUMAN RESOURCE APPROACH

The human resource approach carries the concepts of economic man and social man further to introduce the concept of the whole person. Human resource theory suggests that employees are complex, and motivated by many factors. For example, the work by McGregor on Theory X and Theory Y, argued that people want to do a good job and that work is as natural and healthy as play. Proponents of the human resource approach believed that earlier approaches had tried to manipulate employees through economic or social rewards. By assuming that employees are competent and able to make major contributions, managers can enhance organisational performance. The human resource approach laid the groundwork for contemporary perspectives on employee motivation.

CONTEMPORARY APPROACHES

Contemporary approaches to employee motivation are dominated by three types of theories, each of which will be discussed in the following sections. The first are **content theories**, which stress the analysis of underlying human needs. Content theories provide insight into the needs of people in organisations and help managers understand how needs can be satisfied in the workplace. **Process theories** concern the thought processes that influence behaviour. They focus on how employees seek rewards in work circumstances. **Reinforcement theories** focus on employee learning of desired work behaviour. In Exhibit, content theories focus on the concepts in the first box, process theories on those in the second, and reinforcement theories on those in the third

i) CONTENT THEORY ON MOTIVATION

Content theories emphasize the needs that motivate people. At any point in time, people have basic needs such as those for food, achievement or monetary reward. These needs translate into an internal drive that motivates specific behaviour in an attempt to fulfill the needs. An individual's needs are like a hidden catalogue of the things he or she wants and will work to get. To the extent that managers understand worker needs, the organisation's reward systems can be designed to meet them and reinforce employees for directing energies and priorities towards attainment of organisational goals.

Employees bring to a work situation their feelings, beliefs and a repertoire of behaviors which determine their modus operandi on day-to-day basis. It is for this reason that managers constantly seek to understand, explain and if possible to predict the nature of their employees' behavior. Content theories of motivation attempt to explain and describe factors within the person that energize, direct, sustain and stop behavior. They provide a framework for managers to gain insights about their employees' internal state. The major content theories of motivation include:

1. Maslow's need hierarchy
2. Aderfer's ERG theory;
3. McClelland's learned needs; and
4. McGregor's Theory X and Theory Y
5. Ouchi's Theory Z
6. Herzberg's two-factor theory

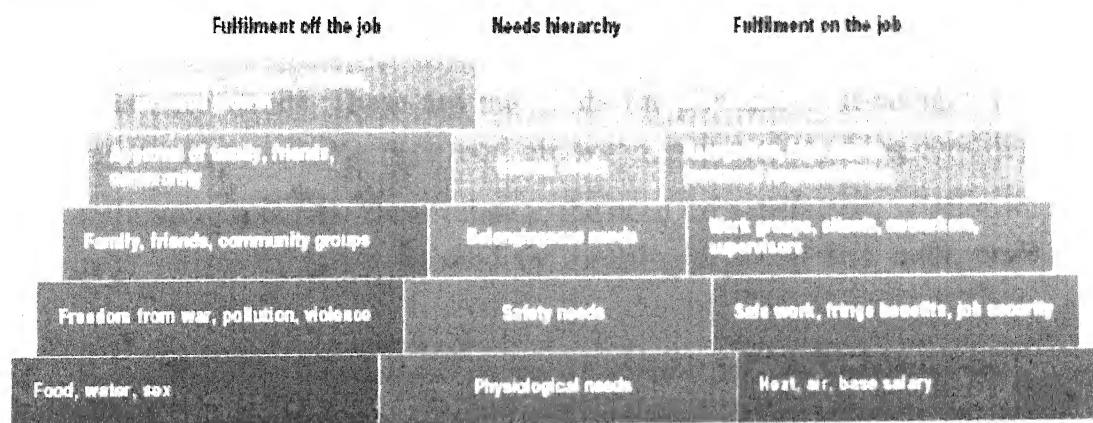
Maslow's Hierarchy of needs theory

One of the most widely cited and discussed motivation theory is the need hierarchy model proposed by Abraham Maslow. Probably the most famous content theory was developed by Abraham Maslow. Maslow's hierarchy of needs theory proposes that humans are motivated by multiple needs and that these needs exist in a hierarchical order as illustrated in Exhibit. Maslow identified five general types of motivating needs in order of ascendance:

1. **Physiological needs.**- These are the most basic human physical needs, including food, water and sex. In the organisational setting, these are reflected in the needs for adequate heat, air and a base salary to ensure survival.
2. **Safety needs.**- These are the needs for a safe and secure physical and emotional environment and freedom from threats – that is, for freedom from violence and for an orderly society. In an organisational workplace, safety needs reflect the needs for safe jobs, fringe benefits and job security.
3. **Belongingness needs.**- These needs reflect the desire to be accepted by one's peers, have friendships, be part of a group and be loved. In the organisation, these needs influence the desire for good relationships with co-workers, participation in a work group and a positive relationship with supervisors.

4. Esteem needs.- These needs relate to the desire for a positive self-image and to receive attention, recognition and appreciation from others. Within organisations, esteem needs reflect a motivation for recognition, an increase in responsibility, high status and credit for contributions to the organisation.

5. Self-actualisation needs.- These represent the need for self-fulfillment, which is the highest need category. They concern developing one's full potential, increasing one's competence and becoming a better person. Self-actualisation needs can be met in the organisation by providing people with opportunities to grow, be creative, and acquire training for challenging assignments and advancement.



According to Maslow's theory, low-order needs take priority – they must be satisfied before higher-order needs are activated. The needs are satisfied in sequence: physiological needs come before safety needs, safety needs before social needs, and so on. A person desiring physical safety will devote his or her efforts to securing a safer environment and will not be concerned with esteem needs or self-actualisation needs. Once a need is satisfied, it declines in importance and the next higher need is activated. According to Maslow, a satisfied need ceases to motivate. Maslow's theory assumes that a person attempts to satisfy the more basic needs (physiological) before directing behavior toward satisfying upper level needs (self actualization). The hierarchy does explain aspects of human behavior in society, but it's not accurate or thorough enough to explain individual level behavior, including the fact that:

1. It is one directional in approach. It sees the satisfaction of lower order needs as a prerequisite for one to move to the next level of need. It does not say what happens when a higher order need such as self-

actualization is frustrated or is no longer motivating. Does one use lower order needs to motivate one?

2. It does not take into consideration cultural variations of people. For example, needs, work styles, and work ethics may differ across cultures.
3. The theory cannot be used to predict the behavior.

Alderfer's ERG Theory

Clayton Alderfer proposed a modification of Maslow's theory in an effort to simplify it and respond to criticisms of its lack of empirical verification. His ERG theory identified three categories of needs:

1. **Existence needs.** These are the needs for physical well-being. : needs satisfied by such factors as food, air, water, pay, and working conditions.
2. **Relatedness needs.** These relate to the need for satisfactory relationships with others or needs satisfied by meaningful social and interpersonal relationships.
3. **Growth needs.** These focus on the development of human potential and the desire for personal growth and increased competence or the needs satisfied by an individual making creative and productive contributions.

The ERG model and Maslow's need hierarchy are similar because both are in hierarchical form and presume that individuals move up the hierarchy one step at a time. However, Alderfer reduced the number of need categories to three and proposed that movement up the hierarchy is more complex, reflecting a frustration-regression principle – namely, that failure to meet a high-order need may trigger a regression to an already fulfilled lower-order need. Thus, a worker who cannot fulfill a need for personal growth may revert to a lower-order need and redirect his or her efforts towards making a lot of money. The ERG model therefore is less rigid than Maslow's need hierarchy, suggesting that individuals may move down as well as up the hierarchy, depending on their ability to satisfy needs.

McClelland's learned theory of needs

The final content theory was developed by David McClelland. The acquired needs theory proposes that certain types of needs are acquired during the

individual's lifetime. In other words, people are not born with these needs but may learn them through their life experiences. The three needs most frequently studied are these:

- 1 **Need for achievement.** These are the desire to accomplish something difficult, attain a high standard of success, master complex tasks and surpass others.
- 2 **Need for affiliation.** These are the desire to form close personal relationships, avoid conflict and establish warm friendships.
- 3 **Need for power.** These are the desire to influence or control others, be responsible for others and have authority over others.

Early life experiences determine whether people acquire these needs. David C. McClelland has proposed a learned needs theory of motivation closely associated with learning concepts. He believes that many needs are acquired from the culture of a society. Three of these learned needs are the need for achievement (n Ach), the need for affiliation (n Aff), and the need for power (n Pow).

If children are encouraged to do things for themselves and receive reinforcement, they will acquire a need to achieve. If they are reinforced for forming warm human relationships, they will develop a need for affiliation. If they get satisfaction from controlling others, they will acquire a need for power.

For more than 20 years, McClelland studied human needs and their implications for management. People with a high need for achievement tend to be entrepreneurs. They like to do something better than competitors and take sensible business risks. On the other hand, people who have a high need for affiliation are successful 'integrators', whose job is to coordinate the work of several departments in an organization. Integrators include brand managers and project managers, who must have excellent people skills. People with a high need for affiliation are able to establish positive working relationships with others. A high need for power often is associated with successful attainment of top levels in the organizational hierarchy. For example, McClelland studied managers at AT&T for 16 years and found that those with a high need for power were more likely to follow a path of continued promotion over time. More than half of the employees at the top levels had a high need for power. In contrast, managers with a high need for achievement but a low need for power tended to peak earlier in their careers,

and at a lower level. The reason is that achievement needs can be met through the task itself, but power needs can be met only by ascending to a level at which a person has power over others.

McClelland suggested that when a need is strong in a person, its effect is to motivate her to use behavior leading to its satisfaction. For example, a worker with a high n Ach would set challenging goals, works hard to achieve the goals, and use skills and abilities to achieve them. Regardless of his contribution, McClelland was criticized for the use of projective techniques to determine the three needs, because:

- The interpretations and weighing of a story are at best an art than a science. Some scholars question how Thematic Apperception Test (TAT) tests are validated.
- McClelland's claim that n Ach can be learned is in conflict with a body of knowledge/literature stating that motives are normally acquired in childhood and are difficult to alter in adulthood. McClelland acknowledges this problem but points to evidence in politics and religion to indicate that adult behaviors can be changed.
- McClelland's notion of learned needs is questioned on the grounds of whether needs are permanently acquired. Research is needed to determine whether acquired needs last over a period of time (Gibson et al, 2000:136 - 139).

McGregor's Theory X and Theory Y

McGregor's Theory X, is based on the assumption that people are inherently bad. This represents a pessimistic view of human nature. According to this theory, people do not really want to work – they have to be pushed, closely supervised, and threatened with some type of punishment. He believed that workers have little or no ambition, prefer to avoid responsibility and will seek security as their major goal. Theory X reflects the "carrot and stick" philosophy, combining punishment and rewards to motivate employees. This approach, however, has two major drawbacks:

1. Managers who accept Theory X as valid tend to use the stick more than the carrot. "If I ever fall behind in my quota," one worker says, "you can bet I hear about it, but if I break my back to get a job done, not a word." The general belief of management under this theory is that workers are

paid to do a good job; management's function is to supervise the work and correct employees if they go off course.

2. The carrot and stick image itself creates a negative attitude toward workers. The manager or supervisor who views others as lazy, incompetent, reluctant to accept responsibility, and interested only in a paycheck often treats subordinates with distrust, suspicion and little respect. This leads to a form of supervision wherein fault finding, blaming, and reprimands are frequent (Reece and Brandt, 1996:163 – 164).

When a manager has low expectations about his employees, his expectations tend to become self-fulfilling prophecies. If a manager believes his employees are bad, employees tend to behave in displeasing ways. This is the negative side of the Rosenthal effect. (Middlebrook, 1980:27).

On the other hand, McGregor Theory Y is premised on the assumption that people are inherently good. This reflects an optimistic view of human behavior. According to this theory, work is as natural to people as play or rest. People's attitudes toward work depend on their previous job experiences and the conditions surrounding the job itself. If employees are able to understand and relate to their personal goals, to their organization's goals, they will tend to be somewhat self-directed and will not need to be threatened or coerced into working. When given the proper encouragement, people will seek, rather than avoid, responsibility, and they will often exercise considerable imagination and creativity in carrying out their duties.

A healthy, mutually supportive relationship based on trust, openness, and mutual respect can create a work climate in which employees want to give more of them (Reece and Brandt, 1996: 164 – 165). The above work climate or environment also promotes a Pygmalion effect (enhanced performance that results from others having positive expectations of us) where workers know that the supervisor/manager expects more from them. As a result, they simply perform more than expected (Gibson et al, 2000:151). When a manager has high expectations about his employees, his expectations tend to become self-fulfilling prophecies. If a manager believes his employees are good, employees tend to behave in pleasing ways. This is the positive side of the Rosenthal effect. (Middlebrook, 1980:27).

From the above, it can be deduced that a manager's negative attitude toward employees, that is characterized by mistrust, punishment and general disrespect, only helps to engender mistrust, disrespect, sabotage and

generally negative attitude in employees. No one wins in this situation. Even the organization that feeds everyone suffers. Conversely, a manager's positive attitude toward employees that is characterized by trust, support, openness, unconditional mutual respect can help in still the same values in employees. This creates a win-win situation for all including the organization.

Ouchi's Theory Z

Professor William Ouchi formulated Theory Z to describe characteristics common to certain successful Japanese and American companies. Organizations dedicated to this management style generally have a lifetime employment policy. Even when sales are down, employees are not likely to be laid off and thus have good reason to feel that their own long-term fate is tied to the company's. Workers are likely to perform job tasks conscientiously and enthusiastically to achieve a perfect final product.

There is open communication, both vertically and horizontally, with complete trust amongst groups and individuals, because all employees have the same goal: the good of the company. Employees see themselves as family with the company as the parent that looks after their welfare. Theory Z also assumes that the best management approach involves workers at all levels. In theory Z organizations, employees gain a psychological sense of belonging because most decisions are made in the groups. Collective decision-making in these companies encourages ownership of decisions, and commitment to goals set. No one in the groups will try and sabotage the company or its mission and values (Reece and Brandt, 1996:165 -166).

With egalitarianism as a central feature - this theory implies that each person can apply discretion and can work autonomously without close supervision, because they are to be trusted. Trust - the belief that individual and organizational goals correspond, accounts for the high levels of commitment, of loyalty, and of productivity (Kini and Hobson, 2002:605).

Herzberg's Two-Factor Theory

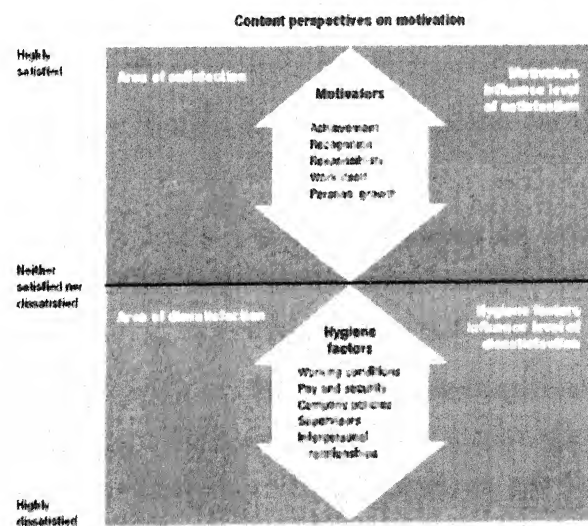
Frederick Herzberg developed another popular theory of motivation called the *two-factor theory*. Herzberg interviewed hundreds of workers about times when they were highly motivated to work and other times when they were dissatisfied and unmotivated at work. His findings suggested that the work characteristics associated with dissatisfaction were quite different from those

pertaining to satisfaction, which prompted the notion that two factors influence work motivation.

The two-factor theory is illustrated in Exhibit. The centre of the scale is neutral, meaning that workers are neither satisfied nor dissatisfied. Herzberg believed that two entirely separate dimensions contribute to an employee's behaviour at work.

The first, called hygiene factors, involves the presence or absence of job dissatisfiers, such as working conditions, pay, company policies and interpersonal relationships. When hygiene factors are poor, work is dissatisfying. However, good hygiene factors simply remove the dissatisfaction; they do not in themselves cause people to become highly satisfied and motivated in their work. These include salary, interpersonal relations –supervisor, interpersonal relations –subordinates, interpersonal relations – peers, supervision – technical, company policy and administration, working conditions, factors in personal life, status, and job security.

The second set of factors *does* influence job satisfaction. Motivators are high-level needs and include achievement, recognition, responsibility and opportunity for growth. Herzberg believed that when motivators are absent, workers are neutral towards work, but when motivators are present, workers are highly motivated and satisfied.



Herzberg's two-factor theory

Thus, hygiene factors and motivators represent two distinct factors that influence motivation. Hygiene factors work only in the area of dissatisfaction. Unsafe working conditions or a noisy work environment will cause people to

be dissatisfied; their correction will not lead to a high level of motivation and satisfaction. Motivators such as challenge, responsibility and recognition must be in place before employees will be highly motivated to excel at their work. The implication of the two-factor theory for managers is clear. Providing hygiene factors will eliminate employee dissatisfaction but will not motivate workers to high achievement levels.

On the other hand, recognition, challenge and opportunities for personal growth are powerful motivators and will promote high satisfaction and performance. The manager's role is to remove dissatisfiers – that is, to provide hygiene factors sufficient to meet basic needs – and then use motivators to meet higher-level needs and propel employees towards greater achievement and satisfaction. Consider the manager's role at Outback Steakhouse.

Motivators (Esteem & Self Actualization needs) Related to the work itself	Hygiene Factors (Basic, Security & Social needs) Peripheral to the work itself
• Achievement	• Policies and administration
• Recognition for accomplishment	• Supervision
• Challenging Work	• Working conditions
• Increased Responsibility	• Interpersonal relations
• Growth and Development	• Money, security, benefits
HIGHER LEVEL NEEDS	LOWER LEVEL NEEDS

Criticism leveled at Herzberg's motivation-hygiene factor theory revolves around:

- The small sample of accountants and engineers he used as subjects. The issue is whether results from such a small sample could be generalized to other occupational groups and to other countries.
- Other researchers believe that Herzberg oversimplifies the nature of job satisfaction, leading to the assumption that a manager can easily change hygiene factors or satisfiers and thus produce job satisfaction. This, of course, isn't an accurate view of how complex and difficult motivation and job satisfaction are in terms of workplace manipulation.
- The other criticism is a time factor. Herzberg's methodology requires people to remember critical incidences in their past that made them happy or unhappy. Memory, primacy, and telling ability become crucial

points in this context. They also believed that Herzberg's analysis ignores subconscious factors.

- Herzberg offered no explanation as to why the various extrinsic and intrinsic job factors should affect performance.
- The two continua of Herzberg's theory, presents a problem in terms of interpreting job satisfaction. For example, when one has low job satisfaction, does one simultaneously experience high job dissatisfaction? When one has low job dissatisfaction, does one simultaneously experience high job satisfaction (Gibson et al, 2000:134 – 135)

ii) PROCESS PERSPECTIVE ON MOTIVATION

Process theories stress the difference in people's needs and focus on the cognitive processes that create these differences. These theories explain the way workers select behavioural actions to meet their needs and determine whether their choices were successful. We will now examine process motivation theories, which attempt to explain and describe some of the factors, typically outside the individual, that energize, direct, sustain, and stop behavior. The major process theories of motivation to be discussed hereunder include:

1. Expectancy
2. Equity
3. Social learning theory
4. Operant conditioning
5. Goal setting; and
6. Job Design Theory

Expectancy theory

A quite popular explanation of motivation, developed by Victor Vroom, is expectancy theory, rated as one of the most prominent motivation and leadership theories. The majority of the early studies (about 50) tested the accuracy of expectancy theory in predicting employee behavior. Vroom defines motivation as a process governing choices among the alternatives forms of voluntary activity. Expectancy theory suggests that motivation depends on individuals' expectations about their ability to perform tasks and

receive desired rewards. Expectancy theory is associated with the work of Victor Vroom, although a number of scholars have made contributions in this area. Expectancy theory is concerned not with identifying types of needs but with the thinking process that individuals use to achieve rewards. In his view, most behaviors are under the voluntary control of the person and are consequently motivated. The expectancy theory is explained in terms of four concepts:

1. First and second level outcomes – the first level outcomes resulting from behavior are associated with doing the job itself. These outcomes include productivity, absenteeism, turnover, and quality of productivity. Second level outcomes are those events (rewards or punishments) that the first level outcomes are likely to produce, such as merit pay increase, group acceptance or rejection, and promotion.
2. Instrumentality refers to the individual's perception that first level outcomes are associated with second level outcomes.
3. Valence is the preference for outcomes as seen by the individual. For example, a person may prefer a 9% increase in pay over a transfer to another department. An outcome is positively valent when it's preferred and negatively valent when it's not preferred or avoided. An outcome has a zero valence when people are indifferent to it.
4. Expectancy refers to the individual's belief concerning the likelihood or subjective probability that a particular behavior will be followed by a particular outcome such as level of performance (Gibson et al, 2000:160 – 161). In (Gibson et al, 2000: 164), several studies have been quoted for and against expectancy theorists, for example, Humphreys and Einstein (2004:58) expectancy theory focuses on individual perceptions of the work environment and the interactions of that context with one's personal expectations (Fudge & Schlacter,1999). Since we believe a comprehensive model must include aspects of individual personality, an expectancy paradigm is a logical starting point (Gerhart, Minkoff, & Olsen, 1995). In addition, empirical support for the concepts of expectancy, instrumentality, and valences has been rather broad (Isaac, Zerbe, & Pitt, 2001).Based upon this generic framework of expectancy theory, we agree that a comprehensive model of work motivation must include the concepts and elements of effort, individual abilities and perceptions, goal directed behavior, intrinsic and extrinsic rewards, satisfaction, and perceived equity.

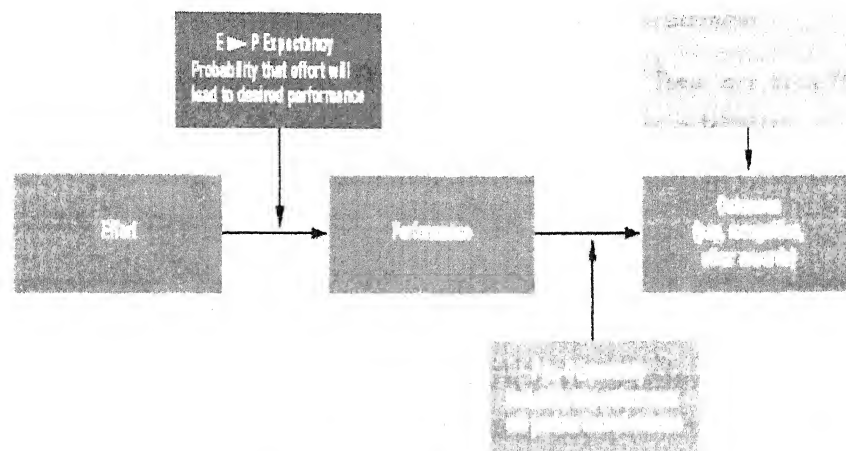
Expectancy theory is based on the relationship between the individual's effort, the individual's performance and the desirability of outcomes associated with high performance. These elements and the relationships among them are illustrated in Exhibit. The keys to expectancy theory are the expectancies for the relationships between effort, performance and outcomes, with the value of the outcomes to the individual.

E – P expectancy involves whether putting effort into a task will lead to high performance. For this expectancy to be high, the individual must have the ability, previous experience and necessary machinery, tools and opportunity to perform.

P – O expectancy involves whether successful performance will lead to the desired outcome.

In the case of a person who is motivated to win a job-related award, this expectancy concerns the belief that high performance will truly lead to the award. If the P – O expectancy is high, the individual will be more highly motivated. If the expectancy is that high performance will not produce the desired outcome, motivation will be lower..

Valence is the value of outcomes, or attraction for outcomes, for the individual. If the outcomes that are available from high effort and good performance are not valued by employees, motivation will be low. Likewise, if outcomes have a high value, motivation will be higher. Expectancy theory attempts not to define specific types of needs or rewards, but only to establish that they exist and may be different for every individual. One employee may want to be promoted to a position of increased responsibility, and another may have high valence for good relationships with peers. Consequently, the first person will be motivated to work hard for a promotion and the second for the opportunity for a team position that will keep him or her associated with a group.



Major Elements of Expectancy Theory

A simple sales department example will explain how the expectancy model in Exhibit 16.4 works. If Jane Anderson, a salesperson at the Diamond Gift Shop, believes that increased selling effort will lead to higher personal sales, we can say she has a high E - P expectancy. Moreover, if Jane also believes that higher personal sales will lead to a promotion or pay raise, we can say that she has a high P - O expectancy. Finally, if Jane places a high value on the promotion or pay raise, valence is high and she will have a high motivational force. On the other hand, if either the E - P or P - O expectancy is low, or if the money or promotion has low valence for Jane, the overall motivational force will be low. For an employee to be highly motivated, all three factors in the expectancy model must be high.

As a result, these authors feel strongly that the additional variables are present in the expectancy theory of motivation such:

1. **Follower self-concept** - A contribution of Shamir, House, and Arthur (1993), proposed the motivational importance of the self-concept of followers within the leader/follower dyad. They theorized the transformational effects of charismatic leaders were the result of increased follower motivation by assisting those followers in the maintenance and enhancement of the self-concept.
2. **Follower motivational development** - The work of Leonard et al. (1999) has given rise to a concept of motivational development. The idea being that individuals might move through stages of motivational development whereby initial behaviors may be motivated by simple

enjoyment but maturity and experience may lead that individual to elicit certain behaviors for things like status or personal fulfillment.

3. **Follower self-efficacy** - The idea of self efficacy has an impressive psychological heritage (Wood & Bandura, 1989). In addition, there is evidence supporting the relationship between self-efficacy, effort, and performance (Harrison & Rainer, 1997; Saks, 1995).
4. **Task complexity** - Task complexity must be a part of a meta-theory of work motivation as tasks represent the foundation of the leader/follower relationship (Griffin, 1987).). Wrzesniewski and Dutton (2001) suggest altering the elements of task complexity can alter one's work identity. This could lead to a diminished motivational state, as employees are motivated to create positive self-images of themselves in work settings (Dutton, Dukerich, & Harquail, 1994). In addition, task complexity has been shown to be a potential moderating variable (Jehn, Northcraft, & Neale, 1999; Wood, Mento, & Locke, 1987). Moreover, the conceptual relationship between task complexity and self-efficacy is such that including either construct necessitates the inclusion of the other (Winters & Lathem, 1996).
5. **Leader responsibilities** - An inclusive process of work motivation simply cannot be represented without including leadership behaviors and responsibilities. Steers et al. (1996: 5), while addressing the interrelated concepts of motivation and leadership, assert "... any analysis is incomplete unless both factors are considered."
6. **Congruency** - In the current management literature, Wofford et al. (2001: 203) state that leaders "must be aware of the motive patterns of followers and adapt behaviors to match those patterns." Further, Shamir et al. (1993) suggested there must be a "congruency" between a leader's communication and a follower's values (Ehrhart & Klein, 2001: 155).
7. **Temperament** - We realize the term temperament is somewhat broad. We believe strongly, though, that a comprehensive work motivation model cannot exist without taking into account the personalities of leader and follower and the communication match and/or mismatch of those personalities. Psychological type theorists suggest, "different personality temperaments prefer to receive and process information differently" (Ziegert, 2000: 307). There is both intuitive appeal and significant research supporting this idea (Myers & McCaulley, 1985). Further, temperament congruency has been examined in various

relationships and contexts. Charkins, O'Toole, and Wetzel(1985) found that temperament incongruence had a negative influence on student performance and satisfaction. Boreham and Watts (1998) concluded learning was influenced by the degree of match between teacher and student preferred styles. Temperament congruence has even been offered as a means to match advertising imagery (Labarbera, 1998) and sales pitches(Brock, 1994) to individual personality types.

Critics of expectancy theory further say theorists differ on how they define concepts (e.g., effort, motivation) and how they measure them. They also differ on research designs. No systematic approach is being used across investigations. Expectancy theory does not specify which outcomes are relevant to which individual in which situation. Expectancy theory creates an implicit assumption that all motivation is conscious. Individuals are assumed to consciously calculate the pleasure or pain they expect to attain or avoid; then a choice is made. Although, it is generally accepted that individuals aren't always conscious of their motives, expectancies, and perceptual processes, expectancy theory says nothing about subconscious motivation. Studies testing this model have relied on employees from a single organization who were doing the same or similar jobs. These studies seriously limit and restrict the range of expectancies and instrumentalities. These types of studies raise questions about generalizing the results of these studies to other situations.

Equity Theory

J. Stacey Adams, while working as a research psychologist with the General Electric Co. in Crotonville, New York, developed and tested an equity theory of motivation. Equity theory focuses on individuals' perceptions of how fairly they are treated compared with others. Equity theory proposes that people are motivated to seek social equity in the rewards they expect for performance. if people perceive their compensation as equal to what others receive for similar contributions, they will believe that their treatment is fair and equitable. People evaluate equity by a ratio of inputs to outcomes. Inputs to a job include education, experience, effort and ability. Outcomes from a job include pay, recognition, benefits and promotions. The input-to-outcome ratio may be compared to another person in the workgroup or to a perceived group average.

The essence of the equity theory of motivation is that employees compare their efforts and rewards with those of others in similar work situations. This theory of motivation is based on the assumption that individuals, who work in exchange for rewards from the organization, are motivated by a desire to be equitable treated at work. A key management role is the maintenance of employee perceptions of equity in the workplace. The theory is based on four important terms:

- **Person:** the individual for equity or inequity is perceived;
- **Comparison other:** any individual(s) or group used by Person as referent regarding the ratio of inputs and outcomes.
- **Inputs:** the individual characteristics brought by Person to the job. These maybe achieved (e.g. skills, experience and learning) or ascribed (e.g. age, sex, race).
- **Outcomes:** what Person received from the job (e.g. recognition, fringe benefits, pay).

In essence, this theory proposes that individuals are motivated to maintain fair or "equitable" relationships between themselves and to change those relationships that are unfair, "inequitable" (Kini and Hobson, 2002:605). Critics of this theory, firstly, questioned the extent to which inequity that results from overpayment (rewards) leads to perceived inequity. Simply because employees are seldom told they're overpaid. Secondly, equity research focuses on short term comparisons. What about long term comparisons A state of equity exists whenever the ratio of one person's outcomes to inputs equals the ratio of another's outcomes to inputs. Inequity occurs when the input-outcome ratios are out of balance – as when a person with high level of education or experience receives the same salary as a new, less educated employee. Perceived inequity also occurs in the other direction. Thus, an employee who discovers he or she is making more money than other people who contribute the same inputs to the company may feel the need to correct the inequity by working harder, getting more education or considering lower pay. Perceived inequity creates tensions within individuals that motivate them to bring equity into balance.

The most common ways to reduce a perceived inequity are to:

- **Change inputs:** A person may choose to increase or decrease his or her inputs to the organisation. For example, underpaid individuals may

reduce their level of effort or increase their absenteeism. Overpaid people may increase effort on the job.

- *Change outcomes:* A person may change his or her outcomes. An underpaid person may request a salary increase or a bigger office. A union may try to improve wages and working conditions in order to be consistent with a comparable union whose members make more money.
- *Distort perceptions:* Research suggests that people may distort perceptions of equity if they're unable to change inputs or outcomes. They may artificially increase the status attached to their jobs or distort others' perceived rewards to bring equity into balance.
- *Leave the job:* People who feel inequitably treated may decide to leave their jobs rather than suffer the inequity of being underpaid or overpaid. In their new jobs, they expect to find a more favorable balance of rewards.

The implication of equity theory for managers is that employees do evaluate the perceived equity of their rewards compared to others. An increase in salary or a promotion will have no motivational effect if it is perceived as inequitable relative to that of other employees. Some organisations, for example, have created a two-tier wage system to reduce wage rates. New employees make far less than experienced ones, which creates a basis for inequity. Equity theory ignores reactions to experienced inequity. It's not likely that two people will react somewhat differently to the same magnitude of inequity if they believe different things caused the inequity (Gibson et al, 2000:166 – 167) In practical terms, what the theory says is that if employees judge their inputs (efforts) in the organization to be rewarded fairly and justly in comparison to others doing the same job, employees will be motivated to work even harder to earn those rewards. If however, employees perceive that their inputs (efforts) are not rewarded fairly and justly in comparison to others doing the same job, employees will be less motivated and therefore exert less efforts in their jobs. In this context the role of managers is critical in ensuring that employees:

- Don't feel short-changed by the organization;
- Inputs (efforts) are recognized and remunerated fairly; and
- Outcomes as in pay and benefits are fairly and justly distributed amongst all shareholders.

Smart managers try to keep feelings of equity in balance in order to keep their workforces motivated. This will in turn ensure that tensions and negative attitudes are not allowed to take root, which may assist in keeping workers happy and productive. Motivated!

Goal setting theory

In 1968, Edwin Locke proposed that goal setting was a cognitive process of some practical utility. His view was that an individual's conscious goals and intentions are the primary determinants of behavior. A goal is the object of action; it's what a person attempts to accomplish. Locke also carefully described the attributes of the mental(cognitive) processes of goal setting. These are:

- Goal specificity refers to the degree of quantitative precision (clarity) of the goal. For example, a goal that says 'we will increase our market share next year' is clear but not quantitatively precise. A goal that says 'we will increase our market share next year by 5%' is both clear and quantitatively precise.
- Goal difficulty is the degree of proficiency or the level of performance sought. For example, increasing our market share next year by 5% is both realistic and attainable, but increasing our market share next year by 60%, may both be unrealistic and unattainable.
- Goal commitment is the amount of effort used to achieve a goal.
- Goal intensity pertains to the process of setting the goal or of determining how to reach it. Goal setting process entails:
 1. Diagnosis for goal-setting readiness (this involves looking at people, history of change in the organization, job and technology, and mission, plan and strategy of the company).
 2. Preparation for goal-setting (which may involve participation via increased interaction, communication, formal training and development, establishment of action plans and the establishment of criteria for assessing effectiveness).
 3. Implementation which may involve the following steps:
 - Goal setting attributes - specificity, difficulty, intensity, and commitment.

- Intermediate review – Frequency, exchange of ideas, and modifications.
- Final review - Discussion, analysis, development and recycling.
- Anticipated goal-setting results – Improved motivation to perform, plan, organize and control.

If goal-setting is to be an effective motivational technique, it must be carefully planned and implemented. A feedback loop is critical to monitor which goals are achieved and why, which goals are not being achieved and why (Gibson et al, 2000:167 – 169). Gerhart and Rynes (2003:125 -126) highlight the predictive powers of the goal setting theory (GST). In particular, this theory predicts that:

- Higher effort and performance results when people commit to difficult and specific goals rather than to vague commitments.
- Monetary incentives will affect performance only to the extent that such incentives influence the choice of goals and the extent of goal commitment.
- Goal commitment will interact with goal difficulty to determine performance.

Job design theory

Task Characteristics theory (Job Design) (JD): Seek to identify task characteristics of jobs, how these characteristics combined to form different jobs, and their relationship to employee motivation, satisfaction, and performance (Kini and Hobson, 2002:605). The Hackman-Oldham job characteristics model, a derivative of this theory developed in Japan contends that providing employees with task variety, task identity, task significance, task autonomy, and feedback, will lead to three critical psychological states (experienced meaningfulness of the work, experienced responsibility for outcomes, and knowledge of the actual results) which, in turn, will lead to high internal motivation, high quality work performance, high work satisfaction, and low absenteeism and turnover (McAfee, Quarstein, and Ardalan, 1995:7 – 12).

The implications of this theory for management are that in order to keep employees motivated and satisfied in their jobs managers must:

- Provide their employees with a variety of skills in the workplace;

- Change the nature of employees' jobs from time to time to prevent boredom;
- Constantly point out that the tasks that employees do for the organization is important in achieving company objectives;
- Managers must give employees the freedom and independence to structure, schedule (within the constraints of the company) their tasks; and
- Most importantly, managers must provide constant feedback as to how employees are measuring to set goals.

iii) THE REINFORCEMENT THEORY

The reinforcement approach to employee motivation sidesteps the issues of employee needs and thinking processes described in the content and process theories. Reinforcement theory simply looks at the relationship between behaviour and its consequences. It focuses on changing or modifying the employees' on-the-job behaviour through the appropriate use of immediate rewards and punishments.

Reinforcement tools : Behaviour modification is the name given to the set of techniques by which reinforcement theory is used to modify human behaviour. The basic assumption underlying behaviour modification is the law of effect, which states that behaviour that is positively reinforced tends to be repeated, and behaviour that is not reinforced tends not to be repeated. Reinforcement is defined as anything that causes certain behaviour to be repeated or inhibited. The four reinforcement tools are positive reinforcement, avoidance learning, punishment and extinction.

Each type of reinforcement is a consequence of either a pleasant or unpleasant event being applied or withdrawn following a person's behaviour. The four types of reinforcement are summarised in Exhibit.

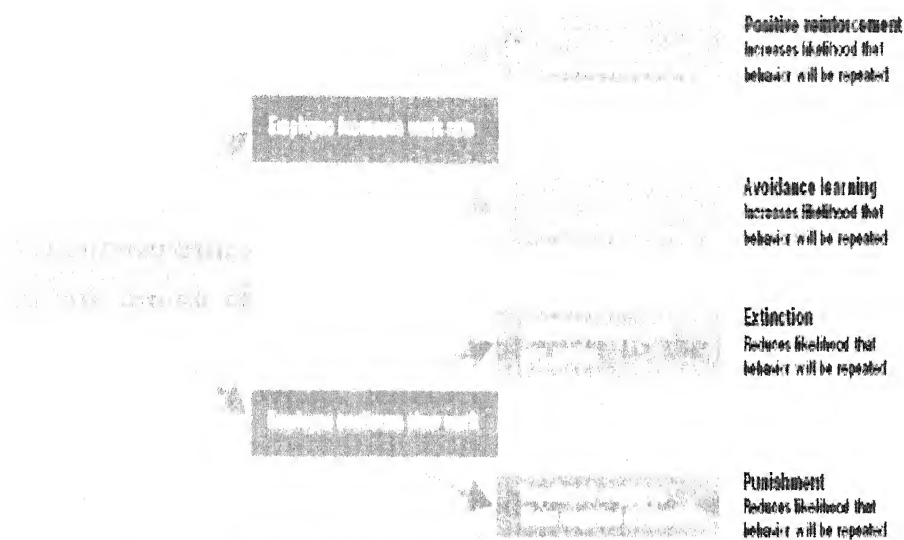
Positive reinforcement: Positive reinforcement is the administration of a pleasant and rewarding consequence following desired behaviour. A good example of positive reinforcement is immediate praise for an employee who arrives on time or does a little extra in his or her work. The pleasant consequence will increase the likelihood of the excellent work behaviour

occurring again. As another example, Frank Bohac, CEO of Computer Systems Development, has rewarded his employees with computers, holidays and even horses for meeting personal as well as organisational goals. Studies have shown that positive reinforcement does help to improve organisational performance. In addition, non-financial rewards, such as positive feedback, are often as effective as financial incentives.

Avoidance learning: Avoidance learning is the removal of an unpleasant consequence following desired behaviour. Avoidance learning is sometimes called negative reinforcement. expectancy were low. The Warrens needed a simple, short term goal as a way to energise their young workers. They proposed a simple plan: if workers would help reduce food costs to below 35 per cent of sales without sacrificing food quality or service, they would be rewarded with half the savings. Katzinger's workers were well-trained and knew they had the skills and ability to meet the goal if they all worked together; thus, the E - P expectancy was high. Workers immediately began proposing ideas to reduce waste, such as matching perishable food orders more closely to expected sales. The P - O expectancy was also high because of the level of trust at the company; workers were highly motivated to cooperate to decrease food costs because they knew everyone would benefit from the savings. Since anyone could look at the financials, workers could actually track their progress towards meeting the goal. At the end of the first month, food costs had fallen nearly 2 per cent and employees took home about US\$40 each from the savings. Later monthly payouts were as high as US\$95 per employee. By the end of the year, food consistency and service had improved and Katzinger's had indeed reduced its food costs to below 35 per cent of total sales, saving the company US\$30 000. The Warrens gladly distributed US\$15 000 of that amount to their workers for helping to meet the goal. Now, the Warrens are working out a similar plan to increase sales at Katzinger's

behaviour modification The set of techniques by which reinforcement theory is used to modify human behaviour. *law of effect* The assumption that positively tends to be repeated and unreinforced or negatively reinforced behaviour tends to be inhibited. *reinforcement* Anything that causes a given behaviour to be repeated or inhibited. *Reinforcement theory* A motivation theory based on the relationship between a given behaviour and its consequences.

Employees learn to do the right thing by avoiding unpleasant situations. Avoidance learning occurs when a supervisor stops criticizing or reprimanding an employee once the incorrect behaviour has stopped.



SOURCE: Based on Richard L. Dalt and Richard M. Steers, *Organizations: A Micro/Macro Approach*, Scott Foresman, Glenview, Ill., 1996, p. 114.

Changing behaviour with reinforcement

Punishment: Punishment is the imposition of unpleasant outcomes on an employee. Punishment typically occurs following undesirable behaviour. For example, a supervisor may berate an employee for performing a task incorrectly. The supervisor expects that the negative outcome will serve as a punishment and reduce the likelihood of the behaviour recurring. The use of punishment in organisations is controversial and often criticized, because it fails to indicate the correct behaviour. However, almost all managers report finding it necessary to occasionally impose forms of punishment ranging from verbal reprimands to employee suspensions or firings.

Extinction: Extinction is the withdrawal of a positive reward, meaning that behaviour is no longer reinforced and hence is less likely to occur in the future. If a perpetually tardy employee fails to receive praise and pay raises, he or she will begin to realise that the behaviour is not producing desired outcomes. The behaviour will gradually disappear if it is not continually reinforced. Some executives use reinforcement theory very effectively to shape employees' behaviour. Jack Welch, when chairman of General Electric,

always made it a point to reinforce behaviour. As an up-and-coming group executive, Welch reinforced purchasing agents by having someone telephone him whenever an agent got a price concession from a vendor. Welch would stop whatever he was doing and call the agent to say, 'That's wonderful news; you just knocked a nickel a ton off the price of steel.' He would also sit down and scribble out a congratulatory note to the agent. The effective use of positive reinforcement and the heightened motivation of purchasing employees marked Jack Welch as executive material in the organization.

Schedules of reinforcement: A great deal of research into reinforcement theory suggests that the timing of reinforcement has an impact on the speed of employee learning. Schedules of reinforcement relate to the frequency with which and intervals over which reinforcement occurs. A reinforcement

Recommend pay raise

Avoid reprimands, negative statements schedule can be selected to have maximum impact on employees' job behaviour. There are five basic types of reinforcement schedules: continuous reinforcement and four types of partial reinforcement.

Continuous reinforcement: With a continuous reinforcement schedule, every occurrence of the desired behaviour is reinforced. This schedule can be very effective in the early stages of learning new types of behaviour, because every attempt has a pleasant consequence.

Partial reinforcement: However, in the real world of organizations, it is often impossible to reinforce every correct behaviour. With a partial reinforcement schedule, the reinforcement is administered only after some occurrences of the correct behaviour. There are four types of partial reinforcement schedules.

1 Fixed-interval schedule: The fixed-interval schedule rewards employees at specified time intervals. If an employee displays the correct behaviour each day, reinforcement may occur every week. Regular paycheques or quarterly bonuses are examples of a fixed-interval reinforcement. At Leone Ackerly's Mini Maid franchise, workers are rewarded with an attendance bonus each pay period if they have gone to work every day on time and in uniform.

2 Fixed-ratio schedule: With a fixed-ratio schedule, reinforcement occurs after a specified number of desired responses – say, after every fifth. For example, paying a field hand \$9 for picking 10 kilograms of capsicums is a fixed-ratio schedule. Most piece-rate pay systems are fixed-ratio schedules.

3 Variable-interval schedule: With a variable-interval schedule, reinforcement is administered at random times that cannot be predicted by the employee. An example would be a random inspection by the manufacturing supervisor of the production floor, at which time he or she commends employees on their good behaviour.

4 Variable-ratio schedule. The variable-ratio schedule is based on a random number of instances of the desired behaviour, rather than on variable time periods. Reinforcement may occur sometimes after five, 10, 15 or 20 displays of behaviour. One example is the attraction of poker machines for gamblers. People anticipate that the machine will pay a jackpot after a certain number of plays, but the exact number of plays is variable. The schedules of reinforcement available to managers are illustrated in Exhibit

Schedule of reinforcement	Nature of reinforcement	Effect on behaviour when applied	Effect of behaviour when withdrawn	Example
Continuous	Reward given after each desired behaviour	Leads to fast learning of new behaviour	Rapid Extinction	Praise
Fixed Interval	Reward given at fixed time of intervals	Leads to average and irregular performance	Rapid Extinction	Weekly Pay
Fixed Ratio	Reward given at fixed amount of output	Quickly leads to very high and stable performance	Rapid Extinction	Piece-rate pay system
Variable Interval	Reward given at variable time	Leads to moderately High and stable performance	Slow Extinction	Performances appraisal & awards given at random times each months
Variable Ratio	Reward given at variable amount of output	Leads to very High performance	Slow Extinction	Sales Bonus tied to number of sales calls with random checks

Schedule of reinforcements

Continuous reinforcement is most effective for establishing new learning, but behaviour is continuous reinforcement schedule vulnerable to extinction. Partial reinforcement schedules are more effective for maintaining behaviour over extended time periods. The most powerful is the variable-ratio schedule, because employee behaviour will persist for a long time due to the administration of reinforcement only after a long interval. One example of a small business that successfully uses reinforcement theory is Parsons Pine

FACTORS EFFECTING MOTIVATION

Economic Rewards: Money is a primary motivator. Even though other sectors may matter more, it would be wrong to suggest that pay does not affect motivation. Pay is a generalised reinforcer as people can use it to obtain other rewards of their choice. While base salary remains the largest share of the total cash pie, cash incentive plans continue to grow in popularity. Special achievement incentive rewards, spot bonuses, and cash-equivalent rewards all play a role in the economic reward package.

There has been some suggestion that high pay can actually undermine people's interest in their work because they infer that they are only doing it for the money. As such, pay is a reward which has an impact on the direction, effort and persistence of work behaviour.

That said, pay cannot be considered in isolation. For example, people may be concerned as much about distributive justice and hence the fairness of their pay as the pay itself. Also, the introduction of performance related pay often seems not to improve productivity levels. This may well be because it is often hard to assess performance accurately and fully, which would mean that people see only very limited connection between their behaviour and the rewards they receive.

Independence / Autonomy: Freedom to take action, to make decisions, to work independently, is one of the factors most valued by people. Autonomy is crucial to achieving a sense of self-worth. Autonomy strongly influences the decision of individuals to join and stay with an organization. It is the extent to which employees have a say in the scheduling of their tasks, as well as decisions regarding the procedures to be followed and equipment to be used in their work, e.g. one is able to act independently of their supervisor in performing their job function. The greater is the degree of

autonomy and responsibilities, the higher motivation & satisfaction tends to be. When participants were given autonomous control (operator control) in Wall et al's (1990) study, increased performance, increased intrinsic job satisfaction, and decreased job pressure were reported.

The more control and autonomy employees have over their work, the more they're able to use their minds. The issue of control goes far beyond the intellectual realm, though. Decades of research shows that when people feel they don't have control, their intellectual functioning, interpersonal functioning, and behavior deteriorate.

Feeling out of control creates tremendous stress and, if chronic, leads to the condition called Learned Helplessness, which in turn leads to depression. When employees have a say in their work, and therefore feel in control, they become more energized, enthusiastic, and productive. (Important Note - the drive for control is so powerful that if employees aren't given opportunities for positive control, they will find ways of exerting negative control, such as calling in sick, engaging in work slow downs, illegitimately using Short Term Disability, etc.).

Promotions and growth in the organization: Promotions and Transfers: While having economic value, promotions also carry crucial social and psychological meaning (recognition and sense of accomplishment) that, for many, far outweigh additional money or perquisites.

Opportunity to Grow: The chance to improve one's self is an enormously important source of motivation. Organizations that offer this advantage are in a win-win partnership with their employees. The company creates and maintains a talented workforce to use as a competitive weapon, and the employees sharpen their own competitive edge as they self-actualize. Talk about synergy.

Work Itself: The most important factors inherent in the job is type of work. Nature of Job affects Job motivation and Satisfaction of employees. The nature of work as a source of motivation varies with personality. For some, detailed work involving technical tasks can be a turn-on; for others, fast-paced work with changing goals, roles and challenges is their dream job. But whatever the person-job match, the work itself proves every bit as important a motivator as

economic rewards. If employees have to do the work of similar nature for a long time, they feel dissatisfied. On the contrary, If the "work" is interesting, and not fatiguing, if the work of an employee is of different type, it gives more motivation and Satisfaction. Perhaps most important to employee motivation is helping individuals believe that the work they are doing is important and that their tasks are meaningful..

Supervision/leadership: Leaders inspire people through their words and actions. By presenting a clear sense of purpose, offering a vision worth striving toward, and providing encouragement, leaders have the power to imbue people with hope, enthusiasm and determination.

The one of the important determinant of motivation is supervision and the style of leadership. Generally employee-centered leadership style enhances a great amount of motivation as the leader looks after the subordinates carefully; displays friendship, respect and warmth etc. towards employees. On other hand, production oriented leader may cause low motivation to the employees and may affect, the turnover and absenteeism adversely. Of course, it all depends on the situation. An effective and capable supervisor satisfies his subordinates much more than an inefficient supervisor. Motivation with leadership behaviour of the supervisor results in relatively low turnover rates, grievances and absenteeism, On the other hand, production-oriented supervisors who view their subordinates as "people to get work done" cause low motivation, and consequently relatively high rates of grievances, turnover and absenteeism.

Recreation: Many work places are woefully devoid of smiles and laughter, yet a bit of humor goes a long way toward brightening the day and infusing spirit into the culture Employees today want to enjoy the actual work they are performing. They can often withstand highly stressful working environments and uncertainty about the future of their organization if they enjoy their actual work activities such as helping customers, using their creativity, or solving problems. Recreation & Fun plays a vital role in motivation.

Goals: Goal setting is core to motivation. Goals are powerful motivators. However, goals are only as good as the corresponding measurement system. This is one of the best-known conclusions from the study of

motivation and performance Goals give people a clear sense of what is expected of them, offering challenge and opportunity. Organization should also set reasonable output and quality norms for workers based on time study. Remember, very tight norms cause frustration; and, to loose sets in complacency Goals can help to establish a direction, and this in turn encourages people to persist in trying hard They can energize and inspire exceptional effort to achieve them. Work performance tends to be significantly better if the following conditions hold than if they do not:

1. A goal for work performance is defined in clear and precise terms.
2. It is perceived as difficult but not impossible.
3. The person is committed to goal achievement (perhaps because he or she has participated in setting the goal).
4. There is feedback on how he or she is doing,

There are exceptions to this. For example, when a person is learning a new task, it is better to avoid performance goals at first. Also, although goal-setting is often successful, there may be cases when a person is not willing to commit to a goal that his or her boss would like to see achieved. Goal-setting theory pays little attention to the social processes that might occur in goal negotiation, nor to the different reasons individuals might have for wanting or not wanting to achieve any particular goal. And of course, if a person wants to achieve, goal A quite a lot but goal B even more, then goal A will probably not get much attention.

Feedback

Positive feedback from a person's manager, peers, subordinates and others has a profound impact on motivation. The general consensus regarding effectiveness of feedback is that positive constructive feedback enhances employee motivation (Ambrose & Kulik, 1999; Deci, Koestner, & Ryan, 1999; Gagne & Deci, 2005; Huszco, 2004; Lewis, 2003). Gagne & Deci's (2005) meta-review highlighted that negative feedback can undermine both extrinsic and intrinsic motivation, leaving people demotivated. Negative feedback should therefore be carefully evaluated before it is given. Feedback also enhances positive effects of other motivational techniques such as goal-setting.

Feed back as a component of communication is also regarded as an out come after performance. It is seen as an outcome due to the fact that it informs

employees about their performance. Feedback is provided by different sources including the task itself, the supervisors, other employees, the employee (himself/herself) and the organization (by means of performance evaluation). Such informal psychic rewards like positive feedback are more than after-the-fact reinforcement; they are also an incentive that people seek to feel appreciated for what we do and who we are -- our unique abilities, skills and knowledge

Recognition : *"Praise to the human being is what sunshine and rain are to the flower".*

The value of recognition and praise has been acknowledged by many. Mark Twain said, "I can live for two months on a good compliment." John Masfield said, "Once in a century a man may be ruined or made insufferable by praise. But surely once a minute something generous dies for want of it."

But even when managers recognize the importance of recognition and praise, many do not know how to deliver it effectively. Praise can have its pitfall. So it can be said that a good way of praising and recognizing one's efforts can lead to an effective motivation.

Achievement: Specific successes, such as the successful completion of a job, solutions to problems, vindication, and seeing the results of your work helps in motivating employees. Once a job has been done successfully that feeling of achievement makes him feel good and he gets motivated for the next one

Rewards based on job performance: Formal, Psychic Rewards have symbolic significance. They spotlight individual or team achievement and outstanding contribution, giving people high-visibility recognition that tends to be warmly remembered years after the event. Organizational reward systems have traditionally either a fixed salary or hourly rate system or an incentive system. Fixed rewards can be tied directly to performance through merit pay systems, whereby people get different pay raises at the end of the year, depending on their overall job performance. Many organizations are experimenting with various kinds of incentive systems, which attempt to reward employees in proportion to their accomplishments. Four popular incentive systems include profit sharing, gain sharing, lump sum bonuses, and pay for knowledge. Hence if the rewards are directly related to

performance, it leads to an increase in employees motivation as he can also relate his performance to the reward directly and can make efforts in the similar order.

Competition: Competition is one of these *interpersonal* factors. Competition motivates behavior because people can enhance their own self-esteem when they are able to make comparisons of their own performance to that of others. While all learners appear to be motivated to some extent by competition, the importance of competition is greater for some learners than for others. These differences are often related to the person's previous experience or to the importance that cultures or subcultures place on competition versus cooperation

Personalities valued: The fact that people have different personality types goes all the way back to Hippocrates (around 370 B.C) according to Keirsey (1998). At the beginning, only four different temperament types were differentiated: sanguine, melancholic, choleric, and phlegmatic. Over the years, more personality types have been identified by psychologists such as Carl Jung, and new personality identification tools have been developed such as the Myers-Briggs Type Indicator (16 personality types) or the Keirsey Temperament Sorter (4 temperaments) (Lewis, 2003). Among other individual aspects, personality types can reveal motivational patterns that are unique to each individual. Managers who are aware of differences in personality can better address individual differences in motivation (Huszczo, 2004; Lewis, 2003). From interviews for *The Sunday Times 100 Best Companies to Work For*, Leary-Joyce (2004) found that the foundation of great leaders is their high emotional quotient (EQ).

Sympathetic help with personal problems: According to Leary-Joyce (2004), great leaders know themselves well, understand that their view is just 'one view', and try to understand what makes people tick. Essentially, great leaders are others-centered and engage their coworkers and subordinates in personal talk to discover what they are about. In the same vein, Lewis (2003) explains that the best way to determine what motivates individuals is to look at what motivates them in their private life. Lewis (2003) states that "we tend to engage in the same pattern of activity every time we are motivated, so the

key is to examine situations in which people are motivated and determine what they are doing". Individual attention to team members may therefore be one of the strongest keys to revealing which motivational technique will be most effective with a particular individual

Interpersonal Relationships: The relations with supervisors, subordinates and colleagues, the quality of social life at work comes under interpersonal relations. Remember that part of the motivation of being employed is the social contact it brings, so allow employees a reasonable amount of time for socialization (e.g., over lunch, during breaks, between patients). This helps them develop a sense of camaraderie and teamwork. At the same time, crack down on rudeness, inappropriate behavior and offensive comments. Many individuals' social need can be satisfied through their favorable interaction with both coworkers and managers at work. Sympathetic and helpful coworkers can increase employee job satisfaction. Managers who interact favorably with employees assist in solving problems are aware of employees' challenges and are able to communicate effectively and provide constructive feedback periodically. These managerial behaviors can lead to increased job motivation for employees (Bruce & Blackburn, 1992; Herzberg et al., 1957; Locke, 1976, 1983; Vroom, 1982).

Good working Conditions: The physical conditions in which one work, the amount of work, facilities available, ventilation, tools, space, noise, keeping the equipment and facilities up to date and other environmental aspects leads to an increase or decrease in level of motivation. The environment in which people work has a tremendous effect on their level of pride for themselves and for the work they are doing.. Even a nice chair can make a world of difference to an individual's psyche. Also, if possible, avoid overcrowding and allow each employee his or her own personal space, whether it be a desk, a locker, or even just a drawer. If placed the employees in close quarters with little or no personal space, don't be surprised that there is tension among them.

Before we move on to the motivators, we cannot neglect the hygiene factors. To do so would be asking for trouble in more than one way. First, employees would be generally unhappy, and this would be apparent to your patients. Second, our hardworking employees, who can find jobs elsewhere, would leave, while mediocre employees would stay and compromise your practice's

success. So we should deal with hygiene issues first, then move on to the motivators:

Power: Employees have power to make substantive decisions. Workers have authority to directly influence work procedures and organizational performance, often through quality circles or self-directed work teams. Responsibility can only be fulfilled when adequate authority needed for that responsibility is given. So adequate authority improves motivation and insufficient authority decreases motivation.

Learning / variety & Advancement: Some employees have been doing the same work for years. Jobs tend to offer little variety, with the same tasks being done over and over. The organization is more interested in having people do what they're good at and less interested in having them pursue their deepest interests. When it's thriving the workplace allows people to reach their full potential. Learning opportunities abound throughout the organization. Variety (trying new equipment, building new relationships, varying your work, etc.) is encouraged because it fosters learning and development. Internal job changing is valued as a way for people to develop their skills and experience. Belief that an individual is rewarded would appear to be closely related to belief that there is chance to advance even where a person does not believe that he deserves a promotion, it is still highly important to him that the best man be prompted.

Visible support: When it's lacking, when people ask for support, management responds with skepticism: "Are you sure you need that information? You're the first group to ask for it." There's widespread agreement that when a person or group undertakes a project, the organizational odds are stacked against them. There may even be the workplace equivalent of a black market. When it's thriving employees are given the resources (information, time, funding, expertise, tools, etc.) they need to be successful in their work. Management knows when to get involved and when to stay out of the way. Management support plays an important role in increasing an employees motivation as it reduces fear of taking responsibility alone. So it can be concluded that the more management

support an employee sees, the more motivate he becomes for that specific task.

Participation: Mental and emotional involvement of people in group situations encourage them to contribute to group goals (Keith Davis). Participation improves involvement in the change process, creating a feeling of 'its-my-baby'. We need to empower people to discharge responsibilities of a higher level. In a narrow sense, employee participation is "joint decision making or influence sharing between employees and managers" (Doucouliagos 1995, 60). More broadly, participation is "a conscious and intended effort by individuals at a higher level in an organization to provide visible extra-role or role-expanding opportunities for individuals or groups at a lower level in the organization to have a greater voice in one or more areas of organizational performance" (Glew et al.). the more an employee participate in organization's effort, the more he feels sense of importance and belonging towards that organization. Hence motivation is increased.

Company policy and administration: An organization's policies can be a great source of frustration and demotivation for employees if the policies are unclear or unnecessary or if not everyone is required to follow them. Although employees will never feel a great sense of motivation or satisfaction due to the policies, it can decrease dissatisfaction in this area by making sure the policies are fair and apply equally to all. Also, making printed copies of your policies-and-procedures manual easily accessible to all members of your staff. If you do not have a written manual, create one, soliciting staff input along the way. If you already have a manual, consider updating it (again, with staff input). You might also compare your policies to those of similar practices and ask yourself whether particular policies are unreasonably strict or whether some penalties are too harsh.

MOTIVATION AND ITS RELATIONSHIPS

Relationship between Motivation and Morale

These two terms are not synonymous, but a motivated group of worker generally has a high degree of morale. Morale is a composite attitude (various individuals employed forming the department/organization. It is group concept, while motivation is largely an individual concept. M. S. Viteles has defined morale as "an attitude or a desire to continue in, an willingness to

strive for, the goals of a particular group of organization. Milton Blum described morale as "the possession of feeling of being accepted by and the belonging to a group of employees through adherences a common goal and confidence in the desirability of these goals".

Morale is the summation of feelings of employees as a group towards various aspects of their job, the working condition, fellow workers, supervisors, managers, organization, etc. If the attitude of employees towards all these aspects is positive, the morale of the group will be high. Morale is dependent on the following factors:

- (a) Feeling of togetherness
- (b) A clear goal or objective to be achieved
- (c) Expectation of success towards the attainment of the goal
- (d) Feeling that each member has a meaningful task to perform for achieving the goal
- (e) Supportive and stimulative leadership

These factors are also common for job satisfaction which is a precursor of morale. However, the two differ as the job satisfaction is used for individuals and morale for groups. The level of morale can be measured by conducting opinion poll and attitude survey.

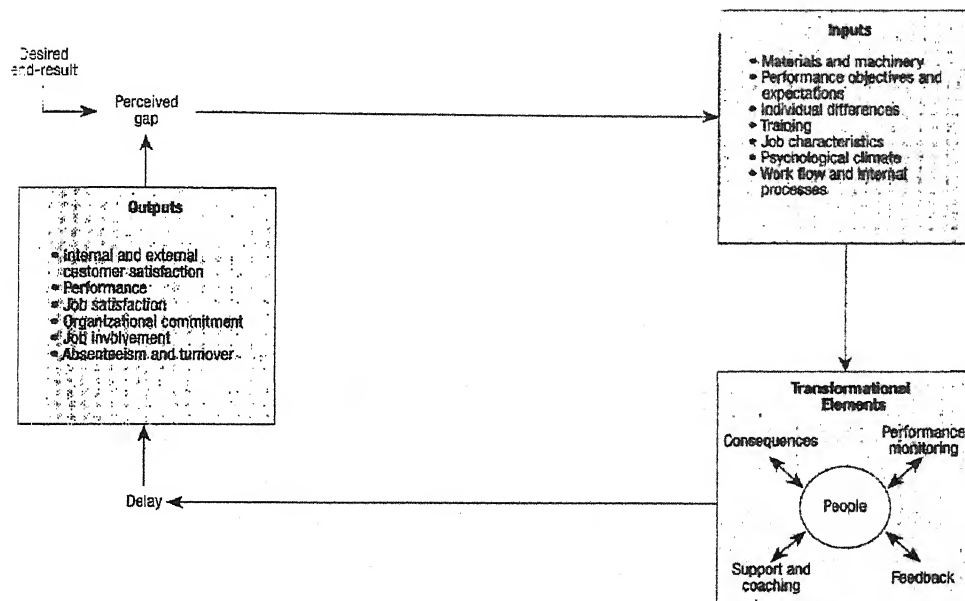
What Demoralizes Employees

The following factors can be prime demoralizers:

- (a) Under assignment-unskilled job assigned to skilled persons causing frustration
- (b) Over assignment-good worker being overloaded to the extent that he feels being exploited
- (c) Buckmastership (expression coined by Parkinson)-superior avoiding hard work themselves and passing on the same to their subordinates and finding faults
- (d) Coercive type of supervision-manipulative, divide and rule policy, making promises but not keeping them, encouraging groupism, etc.

Relationship between Motivation and Performance

Motivation is necessary for performance. If the individual does not feel inclined to engage himself in the work behaviour, he will not put in adequate efforts to perform well. Unless the individual has necessary abilities to do the work and perceive his role accurately and is provided with the required resources, mere motivation to do the job may not result in effective performance.



Managers have to provide encouragement, offer guidance and help employees develop a sense of competence also. For sustaining motivated performance, valiant rewards should be offered. These rewards could be intrinsic or extrinsic and must be equitable. This interrelation between various factors is explained through the Sekaran Model (1977) shown in Fig. The double-headed arrows indicate that the two variables are interdependent.

Relationship between Incentives and motivation

Another dimension of employee motivation is the incentives. Based on two widely accepted psychological principles that increased motivation improves performance, and recognition is a major factor in motivation, a properly designed incentive scheme goes a long way towards achieving the goal of employee motivation. But most incentives fail, the reasons for which could be attributed to flouting the four basic tenets-simplicity, specificity, attainability, and measurability.

A Merit-based incentive system provides a solution. Though there are barriers to effective implementation of merit pay, the process can be smooth if the following guidelines are adhered to:

- (a) Establish high standards of performance.
- (b) Develop appraisal systems focused on job specific, result-oriented criteria.
- (c) Train supervisors in the mechanics of performance appraisal and in the art of giving feedback to subordinates.
- (d) Relate rewards closely to performance.
- (e) Use a wide range of incentives.

For the incentive schemes to be effective, the designers of incentive schemes should also address the pay policies issues such as the effect of inflation on pay planning and administration, pay compression, and pay raises.

MANAGEMENT TECHNIQUES DESIGNED TO INCREASE MOTIVATION

Organizations are experimenting everyday to evolve different kinds of techniques to motivate people at work. Of course, the techniques have been developed based on the sound background of motivational theories formulated by behavioural scientists. In the changing business scenario, the working population is more knowledgeable, smart and competent. Hence, they give equal importance to intrinsic and extrinsic factors of the job at work. The following are some of the best motivational techniques in force in different organizations:

Job design for motivation

A job in an organization is a unit of work that a single employee is responsible for performing. A job could include writing tickets for parking offenders in Sydney or doing long-range planning for ABC television. Jobs are important because performance of their components may provide rewards that meet employees' needs. An assembly line worker may install the same bolt again and again, but an emergency room surgeon will give each trauma victim different treatment. Managers need to know what aspects of a job provide motivation, as well as how to compensate for routine tasks that have little inherent satisfaction. Job design is the application of motivational

theories to the structure of work for improving productivity and satisfaction

Financial Motivators

Such motivation is connected directly or indirectly with money. wages and salary, bonuses, profit-sharing, leave with pay, medical reimbursement, etc. are included under this type of motivation. At a first glance, money would seem to be one of the "lower level" needs, a need that is quickly satisfied. But in reality this is not true. The reason is that money is more than just a medium of exchange. It is more than a vehicle through which one can satisfy other higher-order needs. When a person goes out to buy a car he is doing more than just spending his money; he is buying at least in his own eyes-prestige, recognition, and a visible symbol of his achievements. He uses money to satisfy some of higher-order needs-self-actualization, ego and social needs besides the safety physiological needs. For this reason, money is sometimes regarded most esteem need and, hence, a most reliable motivator But as Gillerman has said: "Money is so subtle an instrument that the ultimate effect of money itself is not easier to identify than is an egg in an omelet.

Besides money, there are other motivators, which deal with the personal development of the employee and his relation to the environment in which he works. This is corroborated by the observations of experts. Yoder observes: "Theories of joint goals and identification have attracted wide attention. They have encouraged participative management and consultative supervision. They have been highlighted in proposals for management by objectives. The common theme is that workers who help set their individual and group goals are strongly motivated to achieve them. Argyris has said that a "motivational system should be based on personality characteristics of individuals as they grow from childhood to maturity. The management should, therefore, provide a work climate in which everyone has a chance to grow and mature as an individual and as a member of a group, the basic assumption being that man can be self-directed and creative at work, if properly motivated.

2. Non-Financial Motivators

These motivators are not connected with monetary rewards. In the words of Dubin, "non-financial incentives are the psychic rewards or the rewards of enhanced position, that can be secured in the work organization.

Some of the most commonly used non-financial motivations

1. Appraisal, Praise and Prestige.
2. Status and Pride.
3. Competition.
4. Delegation of Authority.
5. Participation.
6. Job Security.
7. Job Enlargement.
8. Job Simplification
9. Job Rotation.
10. Job Loading.
11. Job Enrichment.
12. Quality of Work-Life.
13. Others.

Appraisal, Praise or Recognition

When he does his work well, the employee naturally wants it to be praised and recognized by his boss and fellow-workers. "Praise seems to have its greatest value when given and received as recognition, and is not perceived by either party as an attempt to control the behaviour of the recipient. Recognition satisfies human need for esteem by others and for self-esteem. This recognition may be shown in the form of praise, of a pat on the back of the employee or a recommendation for a pay raise promotion, or assignment of more interesting tasks. Awards given in the form of articles, banquets honouring certain individuals certificates and plaques, too, may be given, or the employee's, name may be entered on the Honours Board.

Such recognition may generally be given for good workable suggestions leading to a reduction in time or cost or in improving the quality of a product; for valuable services in an emergency, as when a fire breaks out, or there is a breakdown, or there are riots or accidents; exceeding sales beyond the set quota, and regularity in attendance on the job.

Collective recognition may be given by the award of a shield or a banner or a certificate, or by giving certificate, special privileges or a money bonus to the employees.

Status and Pride

Status refers to "the social rank of a person", and satisfies social and egoistic needs. A management often tries to satisfy these needs by establishing status symbols and distinctions in its organization providing costly furniture, carpets on the floor, picture on the wall, artistic curtains, a separate stenographer, a few peons, and a personal assistant. Individuals try hard to gain these status symbols; and once these have been achieved, there is a carving for higher status symbols.

Persons working in similar positions and enjoying the same status in an organization should be treated on equal footing and provided with identical facilities, such as those of a private locker, a separate chamber bin, easy-chairs, suitable desks with drawers, peons, etc. .

Pride is a nebulous concept and it is somewhat difficult to define. However, "good products, dynamic leadership, fair treatment, service to community, ethical conduct and such other things serve to stimulate an employee's pride in his work and organization." This pride is regarded as a powerful and valuable motivator towards higher productivity

Competition

As a form of motivation, competition is widely used in an organization. Individuals do compete with one another if they feel they have chances of winning and satisfying their "ego". This competition may be in regard to sales, production, or safety measures. The person who is adjudged the best is awarded the coveted prize. But, sometimes, competitions generates jealousy and hostility among the competing members, give rise to a sense of frustration among the losers, and may even destroy team-spirit.

Delegation of Authority

An authority is the right to act, to direct, and to requisition resources needed to properly perform the job. The delegation of a substantial amount of responsibility to execute a given task often proves to be a strong motivating force. The subordinate is more or less on his own. The supervisor trusts him. He feels that he must show results but persons who lack confidence, this technique of motivation often proves disastrous.

Participation

It implies the physical and mental involvement of the people in an activity, especially in that of decision-making. This satisfies one's ego and self-esteem, and the needs of creativeness and initiative. A management may encourage employees to help in such areas of decision-making as production methods, materials handling, safety measures, cost reduction, employee-management problems, and, improvement in working conditions.

Participation may be in regard to: (a) institutional arrangements for worker's participation in decisions within undertakings (Work Councils and Joint Council bodies); (b) participation of workers in management organs (particularly in managing welfare facilities); (c) participation the shop-floor level and at the board level.

Job Security

Programmes on fringe benefits; and (iii) Adjusting surplus labour in an organization. For some employees, this is an equally important motivator. Job security implies that an employee would continue on the job in the same plant or elsewhere, and that he shall enjoy economic and social security through health and welfare programmes providing security against sickness, unemployment, disability, old age, and death.

Job security may be provided either by properly regularizing amount of work that must be done by a fixing of the hours of work by finding out work for those who have been rendered surplus because of changes in techniques of production or lines of production or recessionary conditions in the market, or by adoption of schemes of rationalization, modernization and automation.

Job security may be provided by: (i) ensuring that catastrophes will be avoided as far as possible (ii) implementing elaborate

Job Enlargement of Whole Job Concept

Job enlargement combines a series of tasks into one new, broader job. This is a response to the dissatisfaction of employees with oversimplified jobs. Instead of only one job, an employee may be responsible for three or four and will have more time to do them. Job enlargement provides job variety and a greater challenge for employees. It is the process of increasing the complexity of the job in order appeal to the higher-order needs of workers. It implies that

the employee performs more varied tasks, which are all on the same level, the idea being to make the jobs less monotonous. According to Strauss and Sayles" It implies that, instead of assigning one man to each job, a group of men can be assigned to a group of jobs and then allowed to decide for themselves how to organize the work. Such changes permit more social contacts and greater control over the work process. The idea enlargement is to provide the workers with the opportunity to make greater use of their minds and skill so that they are more able to help satisfy their need for self-esteem and dignity.

The technique suggests that attempts are made to give workers more complete or whole jobs to perform. Efforts are made to develop an environment in which employees are able not only to be actively involve in their jobs, but also to participate in both planning and their evaluating the results of their efforts. An example of job enlargement would be to allow a person on an assembly line to perform more than specialised function.

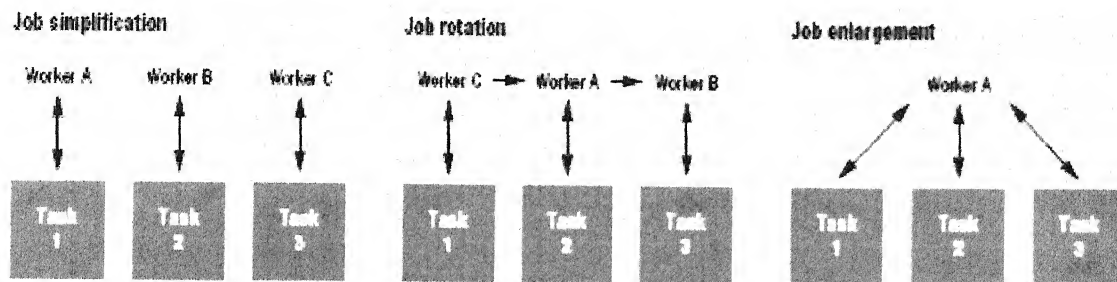
Job Simplification

Job simplification pursues task efficiency by reducing the number of tasks one person must do. Job simplification is based on principles drawn from scientific management and industrial engineering. Tasks are designed to be simple, repetitive and standardized. As complexity is stripped from a job, the worker has more time to concentrate on doing more of the same routine task. Workers with low skill requirements can perform the job, and the organization achieves a high level of efficiency. Indeed, workers are interchangeable, because they need little training or skill and exercise little judgment. As a motivational technique, however, job simplification has failed. People dislike routine and boring jobs and react in a number of negative ways, including sabotage, absenteeism and unionization.

Job Rotation

Job rotation systematically moves employees from one job to another, thereby increasing the number of different tasks an employee performs without increasing the complexity of any one job. For example, a car factory worker may install windshields one week and front bumper bars the next. Job rotation still takes advantage of engineering efficiencies, but it provides variety and stimulation for employees.. It implies- the shifting of an employee

from one job to another so that monotony and boredom are reduced. The basic objective of job rotation is to increase the skill and knowledge of the employee about related jobs. In job rotation, workers learn to do all the different activities necessary for an operation or unit of work. Sometimes an unpleasant job is made an entry-level position. Employees can be told that the job is monotonous, but temporary. Another possibility may be to put all "dull jobs" up for grabs each day. Sleepy or hung-over workers may even prefer a day on a job not requiring much use of their minds. Another possibility is that physically or mentally handicapped workers might be given simple jobs.



Types of Job Design

Job Enrichment

Recall the discussion of Maslow's need hierarchy and Herzberg's two-factor theory. Rather than just changing the number and frequency of tasks a worker performs, job enrichment incorporates high-level motivators into the work, including job responsibility, recognition, and opportunities for growth, learning and achievement. In an enriched job, employees have control over the resources necessary for performing it, make decisions on how to do the work, experience personal growth and set their own work pace. Many companies, including Fletcher Challenge in New Zealand, Telstra, Procter & Gamble and Motorola, have undertaken job enrichment programs to increase employees' motivation and job satisfaction. At Quad/Graphics, described in the Learning Organization box, managers have incorporated job enrichment ideas to help meet employees' higher-level needs.

Job Loading

It implies making the job more interesting. A horizontal job loading assumes that if employees are given more work at the same level at which they are currently performing, they will be motivated to work harder and more

satisfied with their work. In a vertical job loading, changes in jobs include larger areas of responsibility. Jobs are restructured so that they will become intrinsically more interesting. The worker is motivated because his job is more challenging and more meaningful. He is given as much responsibility as possible, and is encouraged to be accountable for his work with little supervision. Herzberg has compiled a check list of the steps involved in vertical Job Loading, which includes the motivators that can be expected from each step

PRINCIPLE OF JOB LOADING

<i>Principle</i>	<i>Motivation Involved</i>
Remove some controls while retaining Accountability	Responsibility and personal achievement
increase the accountability of individuals for own work	Responsibility and recognition
give a person a complete natural unit of work (division, area)	Responsibility, achievement and recognition
Grant additional authority to employee, give more job freedom	Responsibility, achievement and recognition
Make periodic reports directly available to the worker rather than to the supervisor	Internal recognition
introduce new and more difficult tasks not previously handled	Growth and learning
assign individual specific or specialized task enabling them to become experts	Confidence and growth

Quality of Work Life

The term quality of work life means different things to different persons for e.g. To a worker on assembly line, it may just mean a fair days pay. Safe working conditions and a supervisors who treats him with dignity. To a young new entrant, it may mean opportunity for advancement, creative tasks and a successful career. To Professor Lloyd it means, "The degree to which members of a work organization are able to satisfy important personal needs

through their experiences in the organization".

There are many factors which can contribute to quality of life". Walton cites the following, among others

1. Adequate and fair compensation.
2. A safe and healthy environment.
3. Jobs aimed at developing and using employee's skills & abilities.
4. Growth and security; jobs aimed at expanding employee's capabilities, rather than leading to their obsolescence.
5. An environment in which employees develop self-esteem dissent and a sense of identity.
6. Protection and respect for employee's rights to privacy; equity, etc.
7. A sensible integration of job career and family life and leisure time.

It would not be incorrect to say that "quality of work life covers all aspects of worker's life with special reference to his interaction with his work and his working environment. The following are suggested:

1. Adequate and fair compensation, adequacy to the extent to which the income from full time work meets the needs of the socially determined standard of living.
2. Safety and healthy working conditions, including reasonable hours of work and rest pauses, physical working conditions that ensure safety, minimize risk of illness and occupational disease and special measures for protection of women and children
3. Security and growth opportunity, including factors like security of employment and opportunity for advancement and self improvement.
4. Opportunity to use and develop creativity, such as work autonomy, nature of supervision, use of multiple skills, workers role in total work process and his appreciation of the outcome of his own effort and self-regulation.
5. Respect for the individuals' personal rights, such as application of the principles of natural justice and equity, acceptance the right of free speech and the right to personal privacy in respect of the worker's off-the-job behaviour.
6. Work and family life, including transfers, schedule of hours of work,

travel requirements, overtime requirements, etc..

7. It is worth noting that often the conditions that contribute to motivation (equitable salaries, financial incentives, effective employee selection, etc.) will also contribute to the "quality of work life. Some of these activities (like job enrichment) might contribute indirectly to the quality of work life by tapping worker's "higher-order needs and motivating them. Still other activities may contribute directly to the quality of work life providing for a safer work place, less discrimination the job and so forth. .

OTHERS

Job Sharing or Twinning

It is a novel system, under which two workers (especially mothers and fathers who want to spend more time with their families) and the older people (who want to retire gradually) and those with physical limitations, and students, prefer to divide one fulltime job. Not only are the hours split, but so are salary and fringe benefits. In such a system, workers tend to approach their work with far more energy and enthusiasm and tend to put in more than a half day's work in a half-day's time. Absenteeism also tends to be less since one of the "twins" can cover the other in the event of illness or other reasons for being absent.

Flextime or Flexible Working Hours

Under this system, the employees have the freedom to choose, within certain limitations, what times they begin and quit their job each day. Flexibility of work hours wipes out the 8 to 3 or 9 to 5 syndrome faced by many employees and enables workers to enjoy hours that more closely match their personal life styles.. Such type of arrangement generally improves morale, increases productivity and gives employees a greater sense of control over their own lives.

Management By Objectives: A programme that encompasses specific goals particularly set for an explicit time period with feedback on goal progress.

Behaviour Modification: A programme where managers identify performance related employee behaviours and then implement an intervention strategy to strengthen desirable performance behaviours and weaken undesirable behaviours.

Employee Involvement: A participative process that uses the entire capacity of employees and is designed to encourage increased commitments to the organization's success.

Participative Management: A process where subordinates share a significant degree of decision making power with their immediate supervisors.

Works Council: Groups of nominated or elected employees who must be consulted when management makes decisions involving personnel.

Board Of Representatives: A form of participation in which representatives of the employees sit with a company's board of directors and present the employees interest.

Quality Circle: A work group of employees, who meet regularly to discuss their quality problems, investigate causes, recommend solutions and take corrective action.

Viable Pay Programmes: A portion of an employee's pay is based on some individual and on organizational measure of performance.

Profit Sharing Plans: Organization wide programmes that distribute compensation based on some established formula designed around a company's profitability.

Gain Sharing: An incentive plan where improvements in group productivity determines the total amount of money that is allocated.

Skill Based Pay: Pay levels are based on how many employees have or how many jobs they can do.

Flexible Benefits: Employees tailor their benefit programme to meet their personal needs by choosing and picking from a menu of benefit options.

Comparable Worth: A doctrine which holds that jobs equal in value to an organization should be equally compensated, whether or not the work content of these jobs is similar.

Necessary Information To Workers: A well informed worker considers himself a part of the system and is committed to the organization. Inform him the significance of his job in relation to overall organizational goals. There is a story of three masons who were asked as to what were they doing. Filling up tummy, joining bricks with mortar, and building cancer hospital-were their replies. The last one obviously was better informed and would be a better performer than others.



CHAPTER – 6



Employee Motivation & Job Satisfaction in Railway

- Pay and allowances
- Staff welfare
- Honorarium
- Awards
- Retirement benefits
- Pass Facility
- Housing facility
- Assured career progression scheme
- Workers' Participation in management
- Incentive bonus scheme

Contd.....



- Productivity linked bonus
- Workers' education scheme
- Group insurance scheme
- Employee's insurance scheme
- Incentive for family planning
- Staff benefit fund
- Staff grievance handling
- Appointment on compassionate grounds
- Holidays
- Training
- Re-imbursement of legal charges/law suits
- Overtime
- Performance appraisal
- Industrial relations in railways

SCHEMES OF JOB SATISFACTION AND MOTIVATION IN RAILWAYS

NECESSITY OF PERSONNEL OFFICERS

With the increase in the size of business and the growth of consciousness, men have become the most important factor in an industry. Human volition and human attention are subject to variation. Naturally, therefore, human nature is such that, unlike machines, it acts and reacts favorably or otherwise while engaged in diverse working conditions to tiresome jobs, while on jobs in assembly of others, for want of scope of advancement in one's career, for want of proper attention from the superiors in matters connected with service conditions and while facing the situations, favourable or unfavourable in off-duty hours. On the background of all these, personnel problems are found apparent in industries and in order to face these problems squarely and humanely it is desirable that a Personnel department manned by experts on personnel problems should function in big organizations like railways.

Different jobs

Personnel management attends to various matters like, recruitment, training, Job-analysis and grading, transfers, promotions, disciplinary matters, demotions, discharges, industrial peace, welfare of workers, residential accommodation, payments, wages, incentives and financial aids, well being and settlement of staff etc. It is the method of controlling human factor in an industry intelligently and equitably, aiming at getting the best results out of the workers and helping to develop their capacities to the full. It also aims at creating a team spirit and creating a sense of discipline amongst workers.

Personnel Officers relieves departmental officers of the load of personnel work and, therefore, finally disposes off most of the establishment work, consultation with departmental officers being limited to cases in which administratively it is necessary that the latter should have the main say, so as not to prejudice efficiency. The Personnel Officers is receptive to suggestions on personnel matters, such as, the transfer of individuals for a given reason etc. emanating from the Executive Officers. It should however be borne in mind that Personnel Officers and Departmental Executive Officers are not working at cross-purposes. All Officers are jointly responsible for the efficient working of the administration.

With the setting up of the personnel organization, although the departmental executive officers are mostly be relieved of the personnel work, they also interest themselves in staff welfare, listen to their complaints, receive representations while on tour and sees that the complaints and representations are expeditiously dealt with by Personnel Officers. The latter in addition to relieving the Executive Officers of the establishment work also entertains complaints from staff on personnel matters for their redress, concentrate on various items of welfare work, such as, promotion of sports, efficient management of holiday homes/camps, maintenance and expansion of schools, institutes, co-operative societies and canteens etc. All Personnel Officers works as welfare officers and sees that legitimate interests of each of the workers are protected and none of the workers may have a feeling that his affairs remain unattended to. They also keep deep interest in maintaining industrial peace keeping good relations with recognized trade unions and help maintaining congenial atmosphere for smooth working in the Railway system. The independent units outside the Divisional Scheme as well as officers doing establishment work of any nature independently strictly follows the rules and procedures embodied in Railway Establishment codes, Railway Establishment Manual, rules on personnel matters in other Railway codes, and the provisions of different Labour laws and rules issued in connection therewith and the instructions emanating from the Personnel Department. It is expedient that these officers are also updated with the latest establishment rules.

Classification of Services

1. (a) As recommended by the First Central Pay Commission, the services of railway servants are divided into four classes, viz. Class I, Class II, Class III and Class IV, of which the former two, i.e., Class I and Class II are **gazetted** and the rest, i.e. Class III and Class IV are **non-gazetted**. Besides these two classes of gazetted officers, there is another class of officers-they are Temporary Assistant Officers, who are not classified as Class I or Class II. Till they are substantively appointed as officers in Railway Services they remain unclassified. As per recommendations of the 3rd Central Pay Commission, these classifications were named as Group A, Group B, Group C and Group D with effect from 1.4.76. Class II Group A posts included those posts which were shown in paras 106RI/1971 Ed. & 108RII/1985 edition, viz. Posts in the Railway Board; Advisers in Railway Board; Directors/Joint directors and

Deputy Directors in Railway Board and RDSO; Secretary/Joint Secretaries/Under Secretaries, Railway Board; and members of different Railway Services, viz. Different Services of Engineers, Accounts Service, Traffic Service, Medical Service, Stores Service and Personnel Service. The gazetted posts which are not included in Class I Group A are classified as Class II Group B. Gazetted post is a post to which appointment is made by notification in the Gazette of India.

All categories of staff in non-gazetted service in Revised Scales/ 1973, the maximum pay of which exceeded Rs. 290 p.m. (Rs. 110 p.m. in pre-1973 scales of pay) were included in Class III.

With the revision of nomenclature of classifications of Services w.e.f. 1.4.76, (i) Group A posts included those posts, the maximum pay scales of which was not less than Rs. 1300 p.m. (in RS173); (ii) Group B posts included those posts, the maximum scales of which was not less than Rs. 900 p.m. but less than Rs. 1300 p.m. (in RS/ 73); (iii) Group C posts included those posts the maximum scales of pay of which was over Rs. 290 p.m. but less than Rs. 900 p.m. (in RS173) and (iv) Group D posts included those posts the maximum scale of pay of which was less than Rs. 290 (in RS173). The posts which were in Class III in the previous classification would however fall under Group C in the revised classification irrespective of the scales of pay allotted to these posts*

On the revision of the scales of pay as per the recommendation of the 4th Central Pay Commission, the classification of the Services has been revised w.e.f. 30.6.87 as under :-

Classification of Posts	Description of Posts
Group A	All posts in scale Rs. 2200-4000 and above, excluding those mentioned against Group B below.
Group B	Posts in scale 2375-3500, applicable to Accounts Officers only and other posts of officers in scale Rs. 2000-3500 (all Deptt.), including Post Graduate Teachers (Selection Grade) in scale Rs.. 2200-4000.
Group C	All posts in scales Rs. 825-1200 and above including Post-Graduate Teachers (Senior Grade)/Head Masters-Middle Schools in scale Rs. 2000-3500, Supervisors in scale Rs. 2375-3500 and excluding those mentioned in Groups A & B.

Group D	All posts in scales Rs. 750-940, 775- 1025 and Rs. 800-1150. Classification of Posts Description of Posts
Group A	A post carrying a pay or a scale of pay with a maximum of not less than Rs.13,500.
Group B	A post carrying a pay or a scale of pay with a maximum of not less than Rs. 9,000 but less than Rs. 13,500.
Group C	A post carrying a pay or a scale of pay with a maximum of over Rs. 4,000 but less than Rs. 9,000.
Group D	A post carrying a pay or a scale of pay the maximum of which is Rs. 4,000 or less.

Principles of fixing cadres

(1) (a) **Cadre Posts** - Cadre means the strength of a Service or part of a Service sanctioned as a separate unit. Posts sanctioned in each cadre of a service are called cadre posts. These are created for performance of ordinary work in a Service and are filled by persons belonging to the cadre itself.

(b) (i) **Separate cadres is maintained for each Indian Railway** - The number of working posts required for a ,ordinary duty on a Railway shall first be determined for each Service or department and divided into the following grades :-

Senior Administrative Grade and above in Grade Rs. 7300-7600 (RPS), Junior Administrative Grade, Senior Scale and Junior Scale/

Group 'B'.

(ii) Posts will be created in the scales of pay as have been notified earlier by the Government with the sanction of the President. In a Service there may however be general posts both in gazetted and non-gazetted service and manning of these posts will not be confined to persons of a particular service. There may also be tenure posts which a person may not hold for more than a limited period, possible examples for tenure posts in gazetted service being- Posts in Railway Board, Directors/Executive Directors in Railway Board and RDSO (their tenure being for 5 years; Joint Directors in Railway Board and RDSO, Railway Liaison Officer (their tenure being for 4 years); and Deputy Directors in Railway Board and RDSO (their tenure being for 3 years); and

Divisional Railway Manager/Addl. Divisional Railway Manager/Deputy General Manager (their tenure being for 3 years).*

PAY AND ALLOWANCES:

The basic structure of salaries in Govt. Services in India for about thirty years prior to 1947-48 continued to conform to the pattern recommended by the Royal Commission on the Public Services in India (1912-15) presided over by Lord Islington. The scales of pay that were introduced first are now commonly known as Pre-31 scales of pay. The worldwide recession of late twenties required drastic axing of expenditure all round and accordingly, new scales of pay known as 1934-scales were introduced. The 1934 scales were in force till they were replaced by prescribed scales in 1947 in terms of recommendations made by the Varadachariar Commission, [(First) Central Pay Commission].

The question of revision of pay scales was later examined by a Commission of Enquiry under the chairmanship of Sri Justice Jagannadha Das during 1957-59. The new pay scales as recommended by the commission are called 'authorized scale' and were introduced with effect from 1.7.59. Again the scales of pay of government servants were revised in accordance with the recommendations of another Commission of Enquiry set up in 1970 (commonly known as Third Pay Commission). The scales of pay recommended by this commission are called 'revised scales' and were introduced with effect from 1.1.73 in cases of railway servants belonging to Group "A", Group 'B', Group 'C' and Group 'D' services except in scales of pay of posts which have been upgraded to Rs. 3000 (fixed) or above and which take effect from 1.5.74.

With a view to examine the structure of emoluments and different conditions of service including death-cum-retirement benefits of Govt. servants, a Commission was again set up under the chairmanship of Shri Justice P.N. Singhal in 1983, known as the 4th Central Pay Commission. Many changes take place in the structure of emoluments of Government employees over a decade and it becomes necessary to modify the pay structure of employees. The Fourth Central Pay Commission recommended that there is a permanent machinery to undertake periodical review of pay and allowances of Central Govt. employees. But the Government did not find it possible to accept and implement this recommendation. On the insistence for acceptance of this recommendation by various Employees Unions, Associations, Confederations

and after discussions at a number of meetings of the National Council of the Joint Consultative Machinery, the Government without agreeing to implement the above recommendation promised in 1993 to appoint a New Pay Commission to review the pay structure and other connected matters of Govt. employees and accordingly a notification was issued constituting the Fifth Central Pay Commission on the 9th April, 1994. This was made under the Chairmanship of Justice S. Ratnaval Pandion, Former Judge of the Supreme Court of India. The final report of the 5th C.P.C. was submitted to the Govt. on 30.1.97 recommending pay structure and other recommendations for both Civil and Military employees.:

Kinds of Allowances Paid to Railway Employees

Dearness Allowances

Consequent upon the decision taken- by the Government on the recommendation of the Fifth Pay Commission relating to Dearness Allowance, that the inflation neutralisation may be made uniform @ at 100% at all levels, the Dearness Allowance to all categories of Railway Employees is admissible from the dates mentioned below at the following rates:

Date from which applicable	Rate of Dearness Allowance per month
1-1-96	No Dearness Allowance
1-7-96	4% of Pay
1-1-97	8% of Pay
1-7-97	13% of Pay
1-1-98	16% of Pay
1-7-98	22% of Pay
1-1-99	32% of Pay
1-7-99	37% of Pay
1-1-2000	38% of Pay
1-7-2000	41% of Pay
1-1-2001	43% of Pay

The pay for the purpose of calculation of Dearness Allowance is the pay drawn in the prescribed scale of pay, including stagnation increment(s) and non-practicing allowance, but shall not include any other type of pay like Special pay and personal pay etc. The Dearness Allowance will continue to be

a distinct element of remuneration and will not be treated as pay within the ambit of Rule 1303.

Compensatory City Allowance

Compensatory City Allowance (CCA) is granted to Central Government employees including railway employees to enable them to meet the high cost of living in certain specially costly cities and house rent allowance is granted to give relief to employees in view of the higher rent that they are to pay for private accommodation for non-availability of Government/Railway quarters close to their places of work.

For the purpose of finding out cities and towns etc. where such allowances may have to be granted the 5th Central Pay Commission have recommended that, in absence of a suitable alternative, population criterion should continue to be the deciding factor in this respect as before. Previously, there were 3 classifications of such cities viz. Class 'N' city, class B-1 city and B-2 class city for the purpose of grant of CCA. and for the purpose of grant of House rent allowance there was another Class 'C' city and unclassified city/places besides the above A class cities, B-1 and B-2 class cities. The 5th CPC however recommended for an additional category of A-I Class cities. These 5 classifications of cities and places have been made with population limits as under :-

A-I Class city	:	Population above 50 lakh
A Class city	:	Population 20 to 50 lakhs
B-1 Class city	:	Population 10 to 20 lakhs
B-2 Class city	:	Population 5 to 10 lakhs
C Class city	:	Population 50,000 to 5 lakhs
Unclassified		Population Below 50,000

Compensatory City Allowance is granted to railway servants whose place of duty is within qualifying area of stations for which CCA has been prescribed. The object of this allowance is to compensate the Government servants for the higher cost of living in certain big cities and the staff who have been posted in those classified cities are entitled. The rates of CCA is as under

Compensatory (City) Allowance (from 1-08-97)

Pay Range (Basic Pay)	Amount of CCA in class of cities (Rs. per month)			
	A-I	A	B-1	B-2
(1)	(2)	(3)	(4)	(5)
Below Rs. 3,000 p.m.	90	65	45	25
Rs. 3,000 p.m. to Rs. 4,499	125	95	65	35
Rs. 4,500 p.m. to Rs. 5,999	200	150	100	65
Rs. 6,000 p.m. and above	300	240	180	120

Railway servants working at places within 8 kilometers of a qualified city from the periphery of the municipal limits of the qualified city is allowed for grant of Compensatory City Allowance subject to fulfillment of other prescribed conditions

House rent allowances:

All Railway servants, other than those provided with Government accommodation/hired accommodation, posted at qualified cities are paid house Rent Allowance, without production of rent receipts or receipts for payment towards house or property tax. Only a certificate is furnished by the employee that he is incurring some expenses on rent. The HRA is also payable to the employees who are living in their own houses subject to the production of a certificate that they are paying towards house or property tax..

Rate of House Rent Allowance (from 1.8.97)

S.No.	Population	Classification	Rate of HRA of city/town
1.	Above 50 lakh	A I	30% of actual pay drawn
2.	20 to 50 lakh	A	15% of actual pay drawn
3.	10 to 20 lakh	B I	15% of actual pay drawn
4.	5 to 10 lakh	B 2	15% of actual pay drawn
5.	50,000 to 5 lakh	C	7.5% of actual pay drawn
6.	Below 50,000	Unclassified	5% of actual pay drawn

A Railway servant shall not be entitled for house rent allowance if; he shares railway or Government accommodation allotted rent-free to another railway

servant, or he resides in accommodation allotted to his parents/son/daughter by the railway/Government/autonomous public undertakings or semi-Government organizations such as Municipality, Port Trust.

Traveling Allowance

“Traveling Allowance” means an allowance granted to railway servant to cover the expenses which he incurs in traveling in the interest of public service. It includes allowances granted for the maintenance of conveyances, horses and tents.

Traveling allowance as admissible to all categories and groups of railway servants when they travel on tour beyond a radius of 8 kilometers their head quarters or return to their head quarters from similar distance involving any amount of time traveling allowance is granted on the percentage of absence from head quarters as follows:

- | | |
|--|-------------------------|
| a) If absence does not exceed 6 hrs | 30% of daily allowance |
| b) If absence from head quarter between 6-12 hrs | 70 % of daily allowance |
| c) If absence is above 12 hrs | 100% of daily allowance |

There are different kinds of traveling allowance viz.

- (i) Daily allowance.
- (ii) Mileage (Kilometerage) allowance
- (iii) Conveyance Allowance.
- (iv) Consolidated Traveling allowance
- (v) Actual cost of traveling.

For the purpose of admissibility of Traveling Allowance, Railway servants have been divided into five ranges w.e.f. 1.10.1997, as under :-

- i) Rs. 16,400 and above.
- ii) Rs. 8,000 and above but less than Rs. 16,400.
- iii) Rs. 6,500 and above but less than Rs. 8,000.
- iv) Rs. 4,100 and above but less than Rs. 6,500.
- v) Below Rs. 4,100

Out of Packet Allowance

Out of packet allowance is payable to Sportsmen and Sportswomen comprising Railway teams are treated, under the extent rules, as on duty)' for the period of their participation in the National Championships in the various games and the period on the coaching camp, up to a maximum period of 30 days, preceding such national Championships. An out of pocket allowance at the rate of Rs. 10 per head per day is admissible to them.

Out of packet allowance is also payable at the rate of Rs. 13 per head per day to the Railway Sportsmen and sportswomen undergoing coaching camps conducted by the National Sports Federation in preparation for participation in international contents.

Bicycle Allowance

A General Manager may grant cycle allowance at Rs. 30 per month to Railway servants who are required to travel extensively at or within a radius of 8 km, from headquarters provided that a cycle is maintained for the purpose by the staff and utilised in the performance of official duty

The Bicycle allowance is sanctioned by the Competent Authority for a period not exceeding two years at a time and its continuance is review sufficiently in advance of the expiry of such period.

The allowance shall not be admissible during joining time, leave, temporary transfer and during holidays prefixed/suffixed to leave and joining time.

Deputation Allowance

Deputation means the appointment made by transfer on the temporary basis to other Governments, Departments, Companies, Corporations, provided the transfer is outside the normal field of deployment and in the public interest. The question whether the transfer is outside the normal field of deployment or not will be decided. by the authority which controls the service or post from which the employee is transferred. The temporary transfer of employees on foreign service, to bodies (whether incorporated or not) wholly or substantially owned or controlled by the Government and also organizations e.g. Municipalities, universities etc, shall also be treated as "deputation" for the purpose of fixing deputation (duty) allowance,

Recommendations of the Fifth Central Pay Commission-Decision relating to

grant of Deputation (Duty) Allowance:

The deputation (Duty) Allowance is admissible on the following rates w.e.f. 1.8.1997.

- (a) 5% of the employee's basic pay subject to a maximum of Rs. 500 when the transfer is within the same station, and
- (b) 10% of the employee's basic pay subject to a maximum of Rs. 1,000 per month in all other cases

Coal Pilot Allowance/Hard Duty Allowance

Hard Duty Allowance has been renamed as Coal Pilot Allowance with the effect from 1.4.99. This allowance is paid to Shunt men and other Group 'D' staff of transportation department who accompany pilots in the collieries for shunting and similar other duties, at the following rates (w.e.f. 1.4.99)¹:-

- (a) For first trip : Rs. 15.00 per trip.
- (b) For every subsequent trip : Rs. 5.00 per trip.

Over-Time Allowance

Overtime allowance is an allowance paid to Railway servants for actual time worked in excess of the hours of employment prescribed by any law or rule. The Railway servants Hours of Employment Regulations specify the class of staff into different categories with prescribed duty hours and a roster in case of workers who have to perform shift duties, in respect of which Railway Administration is under obligation to pay over-time allowance when such staff are called upon to work in excess of the number of hours prescribed under the said Regulation. The staff who hold positions of supervision or management or are engaged in a confidential capacity are not entitled for over time allowance.

Night Duty Allowance

Night Duty Allowance is granted to certain specified staff for actual performing duty between 22.00 hrs. and 06.00 hrs. Each hour in this period is weighted equal to 10 minutes.

¹ R.B.'s No. F(E) 1-98/AL/4/II of 24.5.99, Bahri's 111/99.

Benefit of this allowance is granted to the following non-gazetted staff:

- (a) All Group 'C' & 'D' staff classified as Intensive, Continuous and Essentially Intermittent.
- (b) Group 'C' & 'D' Workshop staff and supervisory staff working on regular shift duty.
- (c) Group 'C' staff working in confidential capacity.
- (d) Running staff who are required to perform night duty away from their headquarters at the rates applicable to headquarters.

Since the rates of Night Duty Allowance for each weighted hour of duty is related to pay plus dearness allowance and CCA if any, these are changeable whenever a fresh dearness allowance is sanctioned.

Washing Allowance

Washing allowance is granted to Group 'D' staff who are provided with uniforms and required to keep their dress neat and clean. While granting allowance, Controlling Officers is satisfied that the allowance is actually spent for the purpose for which it is granted. These staff is paid Rs. 30 p.m. effective from 1.8.97 as sanction conveyed vide RPF staff is paid this allowance at the rate of Rs. 10 p.m.²

National Holiday Allowance

Non-gazetted Railway servant having pay range upto Rs. 10,500 who do not enjoy public holiday are entitled for three National holidays. Since it may not be possible for Railway administration to relieve of their duties, due to the nature of work they are involved, they are compensated with additional payment for these days. Such payment of allowance is known as National Holiday Allowance.

The staff eligible for National Holidays are granted six other important holidays (total nine days) to be chosen by the staff representatives where it may not be possible for staff to avail these holidays, due to the nature of their duties. The staff who are on leave or attending training course at outstations are not entitled for such compensation for these holidays. The revised rates

² (Railway Board's letter No. F(E) II2000/AL/29-2 dated 9.2.2001; Bahri's 29/200I).

effective from 1-1-98 are as under³;

Pay range in the revised (V CPC) scale of pay	Holiday Allowance Rate of National
2550-3172	Rs.85/-
3173-4204	Rs.106/-
4205-7848 and upto Rs. 10500	Rs. 140/-

The employees drawing basic pay exceeding Rs. 7848 but not exceeding Rs. 10,500/- shall also be entitled to National Holiday Allowance at the rates applicable-to pay slab of Rs. 4205 - 6848 i.e. at the rate of Rs. 140/-.

Conveyance Allowance

Conveyance allowance is granted to gazetted and non-gazetted Railway servants as under

- (i) Gazetted and non-gazetted Railway servants who maintain their own Motor Car/Motor Cycle/Scooters/Moped and has to undertake frequent journeys on official business in his conveyance, and
- (ii) Medical Officers for paying frequent visits and performing other official duties.
- (iii) Minimum pay limit for (i) above is Rs. 2,800 p.m. and for Medical Officers at (ii) above there is no pay limit.

The revised rates are :

For (i) above

Average monthly travel on duty (1)	Rates for journey by	
	Own Car (2)	Other mod (3)
20 \ to 300 kms	Rs. 375	Rs. 125
30 \ to 450 kms.	Rs. 560	Rs. 160
45 \ to 600 kms.	Rs. 690	Rs.215

³ Bahri's 256/99

Running Allowance

Running Allowance means allowance ordinarily granted to non gazetted railway servants for performance of duties directly connected with the charge of moving trains and includes kilometrage allowance and allowance in lieu of kilometrage but excludes specially compensatory allowances. This allowance is paid on kilometrage basis calculated at the rates per 100 kms. run or on the basis of per day of 8 hours of duty.

Mileage Allowances

Journey by road-(i) When a railway servant makes a journey by road on tour, he is entitled to (i) Road mileage, (ii) daily allowance as per rules for drawal of same and (iii) reimbursement of Toll Tax .

When two or more railway servants travel in a conveyance belonging to one of them, the owner may draw TA as if he travelled alone and the other employee(s) may draw daily allowance only under the normal rules. Where free transport is provided daily allowance will only be admissible as if the journey is by the railway.

STAFF WELFARE

The past concept of relationship, between a worker and an employer to that of a master and a slave has changed due to gradual evolution in the structure of social order of mankind. The workers have developed a sense of self-consciousness as the employers have realized their duties towards their men. Industries, be that belonging to a public sector or to a private individual, are the properties of the country and their healthy growth is the concern of the democratic government. Workers thereof, on the other hand, are the citizens, of the country and their well being is the responsibility of the State. In consequence, therefore, a number of labour legislations have emerged for guarding the interests of the workers and to maintain orderly and cordial relations between the management of industries, and the workers.

The Rege Committee observed that welfare included anything done for intellectual, physical, moral and economic betterment of the worker by the employer or the Government or any other agency over and above what was laid down by law or what was normally expected as part of any contractual benefit. Welfare measures are designed to effect an all round improvement in

the employees working and living condition.

Welfare activities improve the mental and moral health and efficiency of workers. They assist in maintenance of industrial peace. According to Sri H. S. Kirkaldy, the whole field of welfare is one in which much can be done to combat the sense of frustration of the industrial worker, to relieve him of personal and family worries, to improve his health, to afford him means of self expression, to offer him some sphere in which he can excel others, and to help him to a wider conception of life. Welfare measures do not only bestow benefit to the workers but these also pay immediately and in the long run the benefits to employers as well. As for example, suitable working condition does not only make the workers lead a healthy life conducive to the growth of his development but it also pays the employer in making a good outturn.

Welfare organization on Railways-A welfare organization is functioning on each Railway to see to the welfare of the staff. The Chief Personnel Officer is the head of this organization. A Senior Personnel Officer is posted as a Welfare Officer in the Headquarters of each railway to look after the day to day work of the organization. He is assisted by a number of Welfare Inspectors. In the Divisions/ Workshops, the DRM/Workshop-in-charge, as the case may be, is incharge of the organization. The Divisional/Workshop Personnel Officer supervises the work of the organization and he is assisted in this work by an Asstt. Personnel Officer/Welfare Officer. In Divisions/Workshops also Welfare Inspectors are posted to look after the welfare of the staff.

Welfare Inspectors' Role in Staff matters

Welfare Inspectors are employed in Railways to look after the needs and well-being of the staff. The most important thing that is required of in respect of an employed staff is to keep him free from worries and anxieties arising out of non-redressal of his grievances in regards to different benefits available to him as per rules in force in the Railways as well as in regard to non-availability of other fringe benefits admissible to him. The staff while they are employed to tiresome and strenuous jobs cannot get time and opportunity to pay so much attention for mitigating their grievances but this non-fulfillment of the desired objects will never die out from their minds and may grow up accumulated leading to frustration and for this, Welfare Inspectors contacts them at their places of work since the administration in a Welfare State pays much attention for redressal of staff grievances being considered as very

important aspect of human relationship with workers. Railways have institutionalized arrangement for this purpose and Welfare Inspectors are the media through whom the grievances can better be brought to light for redressal thereof.

Grievances of staff is of a general type concerning canteens, holiday homes, sanitation etc. or in connection with matters arising out of non-drawl of due increments in time, non-payment of traveling allowances and other allowances etc. etc. as due, non availing of sanctioned leave for want of relief's, not turning up in time, non-receipt of passes/PTOs applied for and different other matters concerning service conditions. A sincerer Welfare Inspector may by his day to day contact with the staff will pay attention to their grievances and by their positive action in contact with the appropriate authority relieve them of their grievances and help creating a sense of satisfaction in them. The staff and their families may also be assisted by these Inspectors in their medical needs and in cases of accidents, if any, they are victim to. The Inspectors assists the employees in claiming and obtaining their due wages including overtime allowance, compensation under the WC. Act when they are victim to accidents. The Inspectors advises the staff of the different benefits admissible to them including the benefits available from the Staff Benefit Fund. They will try to create a peaceful atmosphere at the site of work and create a team spirit and a sense of discipline amongst the staff.

Railways have adopted different welfare measures and it is the duty of Welfare Inspectors to see that these measures work satisfactorily leaving no room for dissatisfaction among the staff as regards their functioning. They supervises and organize different welfare and recreational activities as available in the Railways. They also take interest in smooth management of subsidized hostels, consumer co-operative stores, Mahila Samities, and arrange for Holiday camps accompanying the staff and their families going to camps and managing staff canteens by close supervision, etc. The Inspectors are utilized in different groups and each is responsible to see to the functioning of different jobs in proper way as desired.

Welfare Inspectors visits Railway colonies and take steps to improve cases of bad sanitation, repairs of quarters, non-supply of adequate drinking water etc. They contact staff not only while they are at work but also in their off-duty hours to see to their enjoying different benefits like recreational activities as are available in the railways. They also arrange for shows, exhibitions etc. at different places and arrange for sports activities and these as well as their

activities as stated above will help maintaining and improving mental, moral and physical health of workers. They advise the staff the right course of action in meeting their financial needs by applying for loans from co-operative societies, guarding against unscrupulous money lenders to deal with these matters.

From time to time, various schemes of social securities are being introduced in Railways and existing rules re-different benefits including retirement benefits have been and are being liberalized but when the question of exercising options either to be governed by the existing rules or to switch over to the revised rules arises, the majority of staff do not know what to do in such cases. The Welfare Inspectors guides the staff as to what would suit an individual better to get more benefits.

The dealings of a Welfare Inspector with staff is very much impartial without making any discrimination between man to man, creating a feeling amongst the staff that even the humblest railway man is not neglected in the Railways and that his work is very important and by his constant contact with the staff looking after their needs he creates a pride in them as railway men, which makes them, in the long run, ideal workers in the country. Not only the Inspectors try to create a spirit of service amongst the staff by setting their own examples but also help them enjoying the benefits available to them by their service conditions. The Inspectors also pursue the settlement cases of staff going to retire for their quick finalization adhering to the programme of making 'on date' payment inducing and guiding the staff concerned to submit the necessary forms duly filled well in advance. By their activities they will appear to the staff that they are their friends and guides in their needs.

Different Welfare Schemes

Indian Railways are the biggest enterprise in the country. They consider that contented staff are the assets in Industries. With a view to keep the staff contented as regards their entitlements, they have taken programmed methods to meet the grievances of the staff. Moreover, they also provide different welfare measures for the benefit of the staff, which in brief, are as follows-

- a) Facilities for sports activities;
- b) Institutes and recreation clubs;
- c) Cultural associations;

- d) Scouting movements;
- e) Mahila Samities/Handicraft centres;
- f) Children's camps for railway employees' children;
- g) Educational tours of Industrial workers;
- h) Mobile libraries for staff posted at way side stations;
- i) Providing Holiday Homes for all railway staff for spending their holidays at suitable places at nominal cost;
- j) Provision of Holiday camps for employees and their children in Kashmir;
- k) Canteen facilities where food is available at reasonable rates to employees;
- l) Arrangement for vocational training at Training centres,
- m)
 - (i) Schooling facilities and educational assistance for children of railway employees,
 - (ii) Subsidised hostels,
 - (iii) Scholarships for technical education to children, dependent brothers/sisters reading in pure Science/Applied Science, Engineering, Medical Science, etc.;
 - (iv) Supply of uniforms to Railway employees' children reading in Railway schools; & (n) Medical attendance and assistance for employees and their dependents.
- (o) Cooperative housing society

Welfare Measures In Details

(a) Sports

The growth of sports activities is encouraged in Railways, the aim being to induce the greatest number of railway servants to participate in healthy physical exercises. There are different branches of sports activities. viz. Football, Cricket, etc. Railways provide play grounds as far as possible and make arrangements for indoor games for the Staff and their children.

(b) Institutes And Recreation Clubs

For encouraging social and cultural habits amongst railway men, institutes and clubs are functioning at different places over the Railways. These are rent free. The membership in Institutes and Recreation clubs are optional and a nominal fee per month is realized as subscriptions from the members.

Assistance is also given from the Staff Benefit Fund for running these establishments.

(c) Cultural Associations

These have been established at different centres with the object of working up cultural, musical and dramatic talents of railway men.

(d) Scouting Movements

A scouting organisation is functioning in each Railway spreading scouting and youth movement throughout the Railway.

(e) Mahila Samities And Handicraft Centres

Mahila Samities are social organisations of women railway employees, wives and female dependents of Railway employees. These are functioning in Divisions and Workshops with the aims and objects to foster cordial relations, establish social contacts, impart-technical vocational civic and cultural education and to promote literacy, physical culture and domestic economy amongst the members. Handicraft centers are set up here for the benefit of the families of Railwaymen for imparting training to woman members of Railway mens' families in handicrafts, such as, weaving, knitting, tailoring of garments etc. during their spare time with the object of helping them in learning some trade to augment the family income. Railway administrations patronise and encourage the Handicraft centres by placing orders for supply and fabrication of articles required.

(f) Schooling Facilities for Children Of Railway Employees

Railways have made schooling facilities for the wards of Railway employees by establishing schools where facilities for schools are not available. Education being the concern of the state government, the policy of railway ministry is not to enter the field except to the limited extent that is provision of the facilities in the railway colonies to the extent that the extent that the state government or any other educational organisations are not willing to provide them. Where the railway servants are posted in out of way places, provisions are made for getting their children educated in high schools and colleges.

(g) Subsidized Hostels

A railway servant is eligible to a grant of hostel subsidy @ of Rs. 300 per month per child if because of his transfer he is obliged to keep his children in the hostel of a residential school away from then station at which he is posted

and / or residing

The hostel subsidy is payable up to 10 plus in states and union territories where the pattern of 10 plus 2 plus 3 has been adopted and up to higher secondary and senior secondary stage in other states and union territories irrespective of the fact that the children studying in a Kendriya Vidhayay or any other recognized school Railway Administration has established subsidized hostels at certain places for the benefit of children of railway employees.

(h) Supply Of Uniforms To Children In Primary School

Two sets of Terry-cot uniforms in lieu of three sets of khadi uniforms are eligible to students studying in Railway Primary Schools. These facilities have now been extended to the eligible children studying in Railway Primary Schools including Austerity type primary classes of Railway Middle/High/Higher Secondary Schools and Inter College and non-Railway schools managed by staff themselves subject to the following conditions:

- (i) the school is situated in Railway Colonies,
- (ii) these schools are well-established and recognized by the Education Department of State Government of CBSE.
- (iii) Uniforms are worn by all students (children of both Railway men and non-Railway men) in Primary classes.

The Board has decided that the pay limit of Rs. 1,400 per month to be raised up to and including Rs. 5,000 per month for the eligibility to the concession of supply of uniforms to the children of Railway employees studying in Railway schools. Other conditions will remain unchanged.

(i) Re-Imbursement of Tuition Fee-

- (i) A railway servant is eligible to the reimbursement of tuition fees payable and actually paid in respect of his/her child provided that no children's educational allowance as in 2 above is admissible to him/her.
- (ii) The tuition fee payable and actually paid by a railway servant in respect of his/her child may be reimbursed subject to the limit as under :-

Reimbursement of Tuition fee

- (a) Class I to X - Rs. 40/- p.m. per child.
- (b) Class IX to XII - Rs. 50/- p.m. per child.
- (c) Class I to XII - in respect of physically handicapped and mentally retarded children - Rs. 100/- p.m. per child.
- (d) Science fee, if charged separately, will be reimbursable in addition to tuition fee in respect of children studying in class IX to XII and offering science subjects - Rs. 10/- p.m.

(j) Children's Camps

Children's camps are held, from time to time, in healthy and scenic places for children of non-gazetted employees. The children going to these camps thus not only get a change of air but also enjoy places of historical, cultural and educative interest.

(k) Educational Tour Of Industrial Workers

With a view to give the facility of having an all-round knowledge about the industrial development of the country to good industrial workers, educational tours under the guidance of Senior Welfare Inspectors are conducted in Railways. Workshop staff with some outstanding achievement are selected for these tours and they may take with them, in these tours, their family of four persons, who are covered by privilege pass rules. For this purpose, each selected staff is given a lump-sum of Rs. 100 and special casual leave for whole of the period of 15 days.

(l) Mobile Libraries

Mobile Libraries are intended to supply reading materials to the staff posted at wayside stations where there are hardly amenities.. Mobile libraries having adequate number of books are set up either attached to the existing institutes or independently, and the following provisions may be looked into:

- (a) Conversion stock/Coaches for use as mobile library and the haulage cost is borne by Railway Revenues.
- (b) Where set up independently, the cost of staff is borne by Railway.
- (c) Where institutes take up the libraries, the cost of staff is born by Staff Benefit Fund.
- (d) The cost of books is met from Staff Benefit Fund.

(m) Holiday Homes

Holiday homes have been established at different healthy places as a measure of amenity to staff. There are two types of accommodation in these homes and staff can pass their 'leave' and holidays in these homes with their families, at a very nominal rent. Each unit of accommodation is self-contained, having a furnished bed room with. Cots and beddings, well equipped store room, kitchens provided with utensils etc. The use of holiday homes set up by a particular Railway is allowed to the staff of the other Indian Railways, provided it is possible to do so after meeting the demands from the staff of the home Railway. Necessary requisites for indoor and some out-door games are provided for the benefit of the staff visiting the holiday homes. The term family for the purpose of occupying holiday homes is deemed to include when the employee or his wife/her husband is accompanying the family, his/her close relatives not necessarily those entitled to Passes.

(R.B.'s No. E(W) 66WE 2-16 of 24.2.66, NR S1. No. 3814).

The charges for occupation of the Holiday Homes are as follows-

Serving Employees	Charges per suite per day
(a) Gazetted Officers	Rs.25
(b) Group 'C'	Rs.12
(c) Group 'D'	Rs. 5
Retired Employees	
(a) Officers above JAG	Rs. 75
(b) Officers up to and inclusive of JAG	Rs. 35
(c) Group 'C'	Rs. 25
(d) Group 'D'	Rs. 12

As far as possible, Group 'D' staff, both serving and retired, is provided the lowest type of accommodation; where such accommodation is not available, they may be provided the next higher type of accommodation at charges applicable to the lower type of accommodation.⁴

(n) Provision of Canteens

The provision of canteens on Railway are of two types, viz., (a) statutory

⁴ R.B.'s No. E(W) 2000/WE - 2/2 of 07.12.2000, S1. No. SE 04/ 2001.

canteens and (b) Non-statutory canteens.

(a) Statutory. The provisions of Section 46 of the Factories Act, 1948, impose statutory obligation on the Railway Administration to set up canteens in railway establishment, which are governed by the Factories Act and employees are more than 250 persons. Provision of such canteen is statutory obligation and Railway strictly adhere to the rules framed by the State Governments (under sub-section 2) for constitution of managing committees of canteen and representation of Workers in the management thereof. Railway administration takes it as its legal responsibility to ensure proper management of canteens. Railway may make a committee of Management and may also appoint agents or co-operative Societies.

The staff served by canteen is actively associated in the management of canteens. For this purpose, a committee of management of staff is formed in accordance with the rules framed by the state government concerned in this regard to help in the day to day working of the canteens. However the committee has purely advisory functions. The administration can employ a cooperative society for the management of the canteens, but the legal responsibility for the proper management rests not with the agent but solely with the railway administration.

The canteens runs on no profit no loss basis

The administration have to meet the statutory obligations in respect of expenditure on providing and maintaining canteens arising from the provisions of the factory act and the rules made there under.

Railway administration provides necessary accommodation, sanitary and electric installation, furniture, cooking utensils and other articles which are necessary to serve meals to the workmen, bear the cost of coal, fuel and including cooking gas and also bears rent on sanitary and electric installation, service taxes and charges for electricity and water consumed. The administration also bear the cost of salaries of the cooks and other employed in the canteen.

Non statutory

In the line with the principle of establishing statutory canteens the railway board decided that as a measure of staff welfare canteens should also be provided at points where considerable bodies of staff are employed. These canteens are set up where the staff strength is 100 or more and where the staff strength is not less than 25 but less than 100, Tiffin rooms are set up. Many

such canteen as are functioning in the railways in these canteens railway administrations provide the necessary accommodations, sanitary and electric installation, furniture and cooking utensils and also bear rent on sanitary installation. Service taxes and charges for electricity and water consumed

The canteen runs on no profit basis. The canteen account is debited with the cost of working and running the canteens including the nominal rent of Rs. 20.00 per annum for the accommodation and the cost of crockery and cutlery. The canteen is managed by the committee of management consisting of duly elected representatives of staff and a representative of railway administration to be nominated as chairman or secretary of committee.

Non statutory canteen staff has been treated as railway employees from 1.4.90 and the staff therefore gets all benefits as are admissible to other railway employees of comparable status from this date.

The canteen works under the overall supervision of administration and is subject to accounts and audit inspection

(o) Vocational Training Centres

Vocational Training Centres are established at suitable places where classes may be held in the evening to impart

- (a) Technical training to unskilled and semi-skilled workmen during their off duty hours for improving their future prospects; and
- (b) Vocational training to children of railway employees

(p) Medical Facilities

Medical attendance and treatment facilities are available , free of charge, to all "railway employees", their "family members", and "dependent relative" irrespective of whether the employees are in group "A", "B", "C" or "D"

Railway has provided railway hospitals, dispensaries, child welfare centres, family planning centres for the benefit of railway servants, their family members including dependents and the assistance of welfare inspectors can be availed of in case any difficulty arises or guidance required.

(q) Co-Operative Societies

There are the following three types of co-operative societies functioning in the Railways: (a) Co-operative Housing Societies., (b) Consumer Co-operative Societies 'and (c) Co-operative Credit Societies and 'Banks,

i. Cooperative housing society

Railway servants or cooperative housing society consisting of such railway servants are eligible for loan under low income group housing scheme for construction of houses. The loan will be available to them through the head of department. No more than on loan or advance can be obtained by the railway servants from any government source. In order that railway servants might take advantage under either of these schemes, it would be desirable for cooperative housing societies to acquire suitable land and allot to the members after development.

ii. Consumer Co-operative Societies:

'Consumer Co-operative Societies' mean the retail societies to cater the needs of their members at reasonable prices with a minimum element of profit. The work relating to organization, supervision, routine inspection and giving guidance and developing activities is the responsibility of Railway Administration. This work will be under the overall control of the Chief Personnel Officer at the headquarters who will ensure necessary co-ordination in the divisions through the Divisional Personnel Officers, who, in turn should keep a close "watch" on the work of the Welfare. Inspectors, of whose essential duties will be to look after the co-operative Societies. The Welfare Inspectors are trained on this behalf by the Co-operatives Inspectors attached to Railways, according to the syllabus approved by Railway Board. One Welfare Inspector is placed in charge of each such society of attending meetings, watching the progress of the society and to submit his report each month to Chief Personnel Officer through Divisional Personnel Officer showing the actually work done by them.

The societies must be registered with the Registrar of Co-operative Societies, under the Co-operative Societies Act of the State and adopt model bye-laws framed by the Railway Board.

iii. Cooperative Credit Banks/Societies:

The main object of Co-operative Credit Bank/Societies is to encourage habit of thrift among members rather than provide loans to them at reasonable rate of interest. The rate of subscription recoverable from subscribers every month, rate of interest on the subscription, withdrawal of sum from compulsory thrift deposit, penal rate of interest in case of compulsory monthly subscription falling into arrears, deduction of

amount to a society from the subscription at the time of making an advance from compulsory deposit, is as per bye-laws of respective registered Co-operative Credit Societies/Banks.

HONORARIUM

'Honorary' means a recurring or non-recurring payment granted to a Railway servant from the Consolidated Fund of India or State for special work of an occasional or intermittent character either so laborious or such of special merit as to justify a Special reward. Except when special reasons, which is recorded in writing, exist for departure from this provision; sanction to grant or acceptance of an honorary is given unless the work has been undertaken with the prior consent of the Competent Authority and its amount has been settled in advance.

The General Manager may sanction the acceptance of honorary by Gazetted Officers up to Rs. 2,000 in a year for undertaking work as arbitrator in a dispute in which the Railway Administration is a party and up to Rs. 1,000 in a year in other type of cases and to non-gazetted staff up to Rs. 5,000 in a year in each individual case

The honorary is granted for various type of cases, a few are mentioned below where the Railway Board have specifically sanctioned for specific purposes. However, honorary for any other cause such as clearance of arrears, to the increase in volume of work etc. In such cases the rate or amount of honorary is fixed in consultation with FA & CAO and sanctioned by the General Manager under powers delegated to him.

Another cause used in above para, amounts to such works where no staff was sanctioned for that type of work fall under one of the following type of work.

AWARDS

The policy of recognizing the services of Railway employees for their outstanding performance and granting of Awards are in vogue since long. For this purpose a number of schemes have been introduced in the various fields of Railway working. The General Managers have been delegated powers to grant rewards of Rs. 5,000 in each individual case and an officer above JA grade to the extent of Rs. 3,000 in each individual case.

The Railway employees are eligible for consideration for awards under Prime

Minister's Shram "Awards" scheme to workmen in recognition of their outstanding contribution towards the production and for showing exemplary zeal and enthusiasm in their duty. The system of granting awards to good workers are being further intensified to make the award more attractive.⁵

The Railway staff are eligible to Awards for accident free service which have been introduced in order to increase staff motivation. The periodicity of such awards has been kept in the following three stages-

Unbroken accident free service	Awards
1.10 years	Certificate + Rs. 1,000
2.20 years	Certificate + Rs. 2,000
3.On retirement	Certificate + Rs. 5,000

While assessing suitability of staff for grant of the awards, minor penalties relating to accidents need not be taken into account and if the employee is punished for an accident in a particular year of service, his further period of accident free service is reckoned from the next year.

Awards are to be given to the staff in the selected/entitled categories on completing the following minimum number of years.

- (a) Award for unbroken accident free service for 10 years-This award is given only to those staff who have completed 10 years of service in the categories eligible for the award.
- (b) Award for unbroken accident free service for 20 years will be given only to those staffs who have served in the eligible categories for at least 15 years.
- (c) Award for accident free service on retirement is given only to that staffs that have rendered minimum service for 20 years in the eligible categories.

RETIREMENT BENEFITS

The following are the retirement benefits granted to pensionable and non-pensionable Railway employees at the time of retirement from Railway service.

1. Pension, Family pension in the case of pensionable employee.

⁵ R.B.'s No. E(G)86 AWI-23 of 31-7-1986, Bahri's 133/86.

2. Employee's own contribution to Provident Fund and interest thereon in case of both pensionable and non-pensionable employees.
3. Government contribution and interest thereon incase of State Railway Provident Fund (SRPF) optees.
4. Retirement Gratuity/Death Gratuity for pensionable employee and Special contribution to Provident Fund for SRPF optees.
5. Deposit Link Insurance to the member of family only for both pensionable and SRPF optees.
6. Group Insurance for both pensionable and SRPF Optees.
7. Leave encashment
8. Transfer allowance, packing allowance and mileage allowance.
9. Kit pass and post retirement passes
10. Medical facilities
11. Booking of holidays
12. Recruitment of wards on compassionate grounds.
13. Retention of Railway accommodation after retirement or Death.
14. Allotment of Railway accommodation to wards of retiree or on compassionate ground.
15. Grant of Fixed Medical Allowance @ 100 p.m. to the Railway Pensioners/ Family Pensioners.
16. Applicability of Railway Services (Revised Pay) Rules 1997 to re-employed persons.

PASS FACILITY (ENTITLEMENTS)

- a) Indian Railways offer free travel and concessionary travel facilities to its employees. During the first five years of the service, an employee is eligible for one set free pass, which will entitle the holder to travel between any two stations on Indian Railways, free of cost. On completion of five years of service, he/she is eligible for 3 sets of passes.
- b) Apart from the above, 4 sets of concessional orders, called Privilege Ticket Orders (PTO's) with which two third concession on tickets can be availed, are offered.
- c) Non-gazetted employees whose basic pay is Rs. 7250/- or more or whose scale of pay is Rs. 6500-10500 or more are given the above

facilities to travel by I Class/II AC while others are entitled to travel by Sleeper Class.

- d) The beneficiaries of the above facilities include self, spouse and children. In case father of the employee is not alive, the widowed mother, sisters, brothers can also derive the benefit, subject to certain conditions. However, an Apprentice trainee (like for the post of Jr. Engineer Gr.II, Section Engineer, Depot Material Supdt., etc.) is eligible for this facility in respect of self only.
- e) Residential Card Pass for commuting between residence and office within the suburban limits is given to the employees, subject to forgoing his Transport Allowance.

HOUSING FACILITY

(1) Railways make provisions for railway quarters at or nearby Railway stations as far as possible for housing their employees. Some quarters at all stations are earmarked for being allotted to the staff who are required to remain close to the site of their working places and allotments of these quarters are made to such categories of staff on their posting at such places/establishment. (Non acceptance of allotment of such earmarked quarters by the staff concerned may be allowed only when another employee of the same category is willing to occupy same if it is considered by the administration it will not affect the working in time of emergencies). A general list of the rest of the quarters, department-wise are maintained and the staff applying for allotment of quarters are given such allotment on priority basis from among those who apply for same and who &e names are maintained in the general waiting list. There are however reservations for allotment of quarters in Types I & II for SC/ST communities in all places where the number of quarters is 50 or more to the extent of 10% of the quarters. Two waiting lists are to be maintained, one general waiting list and another waiting list for SC/ST communities. The senior SC/ST employees who are covered in the general list will be given allotment from the general pool quota. The special list for the 10% quota will become operative if the accommodation provided on the general lists falls short of this percentage. The vacancies becoming available in 10% quota will be allotted in the ratio of 2:1 to SC and ST employees respectively. There are also provisions for allotment of quarters on out of turn basis. The 'out of turn' allotments are made, to staff on medical grounds of the staff themselves, staff appointed on

compassionate grounds or in cases where close relations like sons/ daughters remaining in the quarters allotted to their parents on their getting appointments in Railways when the allottee retires from service, handicapped staff and staff belonging to SC/ST Communities. All these cases are examined by Quarters Allotment Housing Committee and allotments are made on the basis of their recommendations. No railway servant has any right to be provided with quarters.

Housing Committee in a Division consists of Sr. Divisional Engineer/ Divisional Engineer, Sr. Divisional Personnel Officer/Divisional Personnel Officer and one each from All India Railway Federation affiliate and NFIR affiliate unions as members.⁶

(2) There are different types of railway quarters viz. Type I, Type II, Type III, Type IV and Type V and railway employees will be allotted the quarters according to the entitlements based on the scale of pay they are in receipt of. Standard rent has been fixed at flat rates for each type of quarters throughout the Indian Railways but as the range of plinth area under each of existing quarters varies widely, each group of railway quarters has been broad banded in various sub-groups and flat rates fixed for each of them. (Such revised rate was first introduced in 1987 and later increased from time to time). Accordingly, rent will be realized at such rate from the allottees subject to a maximum of 10% of their monthly emoluments.

Entitlement of various types of quarters to Staff / Officers-

Sl. No. Category of Staff/Officers and pay scales Entitlement

- | | | |
|----|--|----------|
| 1. | All Group D Staff | Type-I |
| 2. | All Group C Staff who are in Pay Scales, the maximum of which is equal to or less than 7000/- | Type-II |
| 3. | All Group C Staff who are in Pay scales. the maximum of which is less than or equal to Rs. 9800 but the minimum of which is equal to or more than Rs. 4500/- | Type-III |
| 4. | All Group 'C' staff who are in the Pay scales of Rs. 6500-10500 and Rs. 7450-11500 | Type-IV |
| 5. | All Assistant Officers | Type IV |
| 6. | All senior scale officers drawing a salary less than Rs. 12000 | Type IV |
| 7. | All senior scales officers drawing pay of Rs. 12000 or more and all JAG/SG/SAG officers. | Type V |

⁶ : RBo's letter dated 9.8.90 and No. E(LR)I/ 89/NMI-27 of 6.3.92 Sl. Nos. SE/90 & 58/92.

ASSURED CAREER PROGRESSION SCHEME

Further to the rule career advancement of Group 'C' and Group 'D' employees, on the recommendations of the 5th C. P.C., by the Railway Board, that efforts is made to improve the promotional prospects in such cadres on functional ground, by way of organizational studies, cadre reviews etc. as per prescribed norms. It may however be stated that Group 'A' Railway services will not come under this scheme. But isolated posts in group 'A.', 'B', 'C', and 'D' categories will come under this scheme. The scheme will be as under:

On completion of 12 years and 24 years of regular service the benefit of financial up gradation will be given to the employees to mitigate hardship. Only two financial up gradations under this ACP scheme will be given in the entire service to an employee. The first financial up gradation will be given after 12 years provided an employee does not get any promotion in usual manner and the second up gradation will be given after another 12 years of regular service from the date of the first financial up gradation provided the employee has not been promoted after the first financial up gradation. If the first up gradation gets postponed on account of that an employee is not found fit or due to departmental proceedings etc. this would also get deferred accordingly. This ACP scheme will be given only on fulfillment of normal promotion norms prescribed, such as trade test and other tests etc.

This scheme will not apply to officers belonging to Indian Railway Medical service and to Railway School teachers.

WORKERS PARTICIPATION IN MANAGEMENT

- (i) The scheme of Workers' Participation in Management owes its original to the Whitely Committee (UK.) 1917 which recommended that workers is given "a greater opportunity of participating in the discussion about, and adjustment of, those parts of industry by which they are most effected".
- (ii) In India although a few enterprises made some attempts to introduce such a scheme in the past and the Industrial Disputes Act, 1947 provided for constitution of works committee in industrial establishments, the second five year plan actually stressed upon introducing this scheme with the object of creating industrial democracy as a pre-requisite for. the establishment of a socialistic society. The philosophy underlying this reconstructed industrial system is that, such a measure would help in
 - (a) Promoting increased productivity for the general benefit of the

- enterprise, the employees and the community,
- (b) Giving employees a better understanding of their role in the working of industry and of the process of production; and
 - (c) Satisfying the workers' urge of self-expression, thus leading to industrial peace, better relations and increased co-operation.
- (iii) On Indian Railways, workers' participation in a limited form has been in practice for a long time by associating their representatives in different spheres as under :-
- (a) Staff Benefit Fund Committee for management of Staff Benefit Fund.
 - (b) Quarters Committee for fixing priority for construction of new staff quarters.
 - (c) Housing committee/Running Room Advisory Committee.
 - (d) Canteen Management Committee.
 - (e) Hospital visiting Committee to advise measures for improvement of services in Railway Hospitals.
 - (f) Labour Advisory Committee to discuss the annual preliminary Works programme for staff amenity items and for fixing priority of works within the funds sanctioned by the Railway Board.
 - (g) Executive Committees of Railway Institutes/Railway clubs.
 - (h) Workshop Productivity Councils.
 - (i) Joint Committees/Councils at big stations/yards/running sheds etc. to see to all matters specially where the question of efficiency in service and safety to traveling public is involved etc.

As a further step towards participation in management, the following machineries have lately been set up in Indian Railways :

Corporate Enterprise Groups of Management And Labour

Corporate Enterprise Groups of Management and Labour have been formed at three levels on Indian Railways, viz. Railway Board's level, Zonal Railway level and Divisional level.

The composition of the Corporate Enterprise group at different levels is as under :-

- (a) **Corporate Enterprise Group at Railway Board's level**-This is composed of four representatives each from the two Railway men's Federations, two representatives of the All India Officers Federation, two representatives of Indian Railways Class II Officers' Federation and from the official side, Chairman, Members, Addl. Members and Secretary, Railway Board.
- (b) **Zonal Corporate Enterprise Group at Zonal Railways**- At the Zonal Railway level on each railway this is composed of four representatives each of recognized unions affiliated to the All India Railway men's Federation and the National Federation of Indian railway men, two representatives of the Association affiliated to the All India Officers' Federation and two to the Association affiliated to the Indian Railways Class II Officers' Federation and, from the official side, the General Manager and all heads of departments. From the staff sides, those who are actually working on the Railway is nominated to Zonal Corporate Enterprise Group. G. M. will be its Chairman and Dy. General Manager (G) will be Secretary. Once formed, Zonal C.E.G. will function for a period of two years. Meeting of C.E.G. at zonal level will be held according to the administrative convenience.
- (c) **Divisional Corporate- Enterprise Group**-Divisional Corporate Enterprise Group has been set up on each division of the Indian Railways with staff side members in the same manner as on the Zonal Corporate Enterprise Group. Those who are actually working in the Division concerned is nominated. However, when the recognized leaders of the National Federation of Indian Railway men/ All India railway men's Federation who are not railway employees are nominated by the recognized unions, they may also be included, in the Divl. Corporate Enterprise Group. From the official side, the D.R.M is its chairman and the Sr. Division Personnel Officer or the Divisional Personnel Officer concerned, as the case may be, will be its Secretary. Divl. Corporate Enterprise group once formed will function for a period of two years. They will meet once in every 6 months.

Participation is "a conscious and intended effort by individuals at a higher level in an organization to provide visible extra-role or role-expanding opportunities for individuals or groups at a lower level in the organization to have a greater voice in one or more areas of organizational performance" (Glew et al.). The more an employee participate in organization's effort, the

more he feels sense of importance and belonging towards that organization. Hence increases motivation.

INCENTIVE BONUS SCHEME

With a view to increase the productivity of Workshop and Production Units and creating incentive for the employees and their supervisors, an incentive scheme has been in existence on the Railway for number of years. The scheme was initially introduced in Chitranjan Locomotive Works and was extended later to other Railway Workshops and Production Units.

A bonus system of payment by results differs from a piece-work system. In that, no rates in money values are fixed per piece but a bonus is given for a job being completed in less than the time allowed.. In any form of bonus system, therefore, the factors of importance are ; Time allowed, Time taken and Time saved or lost. As the total Time "allowed" "taken" or "saved or lost" are all factors of the number of units of work turned out, it is as important in a bonus system as in a straight piece-work system to exercise the most diligent check on the quantity out-turned within each wages period.

The "time saved" by each workman is covered into money values at the rate per hour or per day he is paid and the total value of "Time Saved" or part thereof is paid to him as his profit. The part may be either a fixed percentage (50 per cent is known as the Halsey-Weir System) or on sliding scale, e.g., the Rown Bonus System. Thus if the "Time allowed" 50 hours and the "Time taken" 40 hours, the "Time saved" is 10 hours and the profit is 10/50 or one fifth of the man's wages of the time taken i.e. the wages of 2 hours

Designation	Pay Range (Rs)	Hourly rates (Rs)
Junior Engineer Grade I	5,500-9,000	26.45
Junior Engineer Grade II	5,000-8,000	24.00
Senior Technician	5,000-8,000	24.00
Supervisor	4,500-7,000	21.65
Technician Grade I	4,500-7,000	21.65
Technician Grade II	4,000-6,000	19.25
Technician Grade III	3,650-4,590	17.55
Technician Grade III	3,050-3,575	14.65
Semi-Skilled	2,650-4,000	12.75
Unskilled	2,550-3,200	12.25

PRODUCTIVITY LINKED BONUS

The grant of Productivity Linked Bonus is intended to provide substantial motivation towards achieving higher productivity by way of increased output by the employees and improved quality of service. The productivity is determined on the basis of Revenue Traffic Tonne Kilometres achieved each year, derived from the audited Statistics statements for goods and passengers and financial year 1977-78 has been adopted as base year for this purpose.

The scheme is applicable to:-

- (a) All Railway employees other than Railway Protection Force,
- (b) Casual labour having temporary status and substitutes with not less than 120 days' continuous service, and
- (c) Daily rated casual labour employed of projects having completed continuous service of 180 days.

PLB is payable to all non-Gazetted Staff Group 'B', 'C' and 'D' Railway , employees (excluding RPF/RPSF personnel) without any ceiling on wages for eligibility, equivalent to 53 days wages for their performance during the financial year 97-98, where wages exceed Rs, 2,500/- p.m., PLB is calculated as if "wages" are Rs. 2,500/- p.m.⁷

For above purpose "wages" shall include "pay" as defined in Rule 103 (35) R-I and dearness allowance sanctioned in the revised scale during the financial year and in case of Running staff, the term pay shall include 30% of pay as Running allowance.

WORKERS' EDUCATION SCHEME

The Government of India, Ministry of Labour and Employment constituted a Central Board for 'Workers' which consisted of representatives of National Union and Federation of Lab our, educational authorities and Government of India is in the Ministry of Labour and Employment. This Board was entrusted with the responsibility to implement the Workers' Education Scheme which was formulated on the basis of the recommendations of the team of experts appointed for the purpose. It is registered under the Societies Registration Act.

The aims and objects of the scheme is to create, over a period of time, well-

⁷ RB's No. E (P & A) II-98/PLB73 of 21.9.98 Bahri's 215/98

informed, constructive and responsible industrial labour force, capable of organizing and running trade unions on sound lines and to promote among workers a greater understanding of the problems of their economic environment and their obligation as union members and officials as citizens.

The aims and objects of the Scheme are as under:

1. To develop stronger and more effective Trade Unions through better trained officials and more enlightened members.
2. To develop leadership from the rank and file and promote the growth of the democratic process and tradition in Trade Union Organization and administration.
3. To equip organized labour to take its place in a democratic society and to fulfill effectively its social and economic functions and responsibilities.
4. To promote among workers a greater understanding of the problem of their economic environment and their privileges and obligations as union members and official and as citizens.

The Central Board encourages workers' education, sets standards for teachers and programmes, arranges for the provision of necessary materials and aids for successful implementation programmes. The Board inspects and supervises all programmes conducted under the sponsorship.

Training

The Scheme is divided into three stages:

- (a) The first stage consists of the training of an adequate number of organizers for field work, known as "Teacher Administrators".
- (b) They are taken into service of the Central Board, posted to different centres and entrusted with the work of training selected workers in whole time training courses of three months duration in batches of 25 persons. This is the second stage of scheme and workers so trained are known as "Worker Teachers". The training is a continuous process, each centre training out about 75 to 100 trained "Worker Teachers" annually. There are at present 10 such centres located in different part of the country.
- (c) The third stage commences when the trained Worker Teachers revert to their factories, etc., after the completion of the training and start conducting programmes under the auspices of the Board, for the rank and

the file of the worker largely outside the working hours. They are assisted in the work by the Teacher Administrators by close supervision, demonstration and advice.

The Board pays Worker Teachers a honorarium for their work. The operation of the Board are being financed by grants-in-aid from the Central Government. The period of three month training spent by a Railway servant is treated as duty and the employee is eligible for full wages.

The syllabus of the training is as follows :-

- (1) Five year plan, (2) General labour problems, (3) Wages, (4) Productivity, (5) Discipline, (6) Workers' participation in management, (7) Trade Union, (8) Industrial Relations, (9) Social security, (10) Co-operative movement, (11) Labour legislations, (12) Labour statistics, (13) Employment and training, (14) Industrial sociology, and (15) General.

GROUP INSURANCE SCHEME 1980

This scheme, being good social security introduced in Railways vide Bd's letter No. PC III-80/GIS/1 of 21.11.80, is intended to provide for Railway employees, at low cost and a wholly contributory and self-financing basis, the twin benefits of an insurance cover to help their families in the event of death in service and a lump sum payment to augment resources on retirement. The scheme is compulsorily applicable to all new entrants joining Railway service from 1.11.1980 and existing employees are also automatically covered by the scheme unless they specifically opt out of it by exercising an option.

The scheme provides for insurance cover of Rs. 10,000, Rs. 20,000, Rs. 40,000 and Rs. 80,000 to Group D, C, B and A employees respectively in the event of death during their membership for which monthly subscription of Rs. 10, Rs. 20, Rs. 40 and Rs. 80 is payable. In the event of death while in service, the above amount is payable to the widow. A substantial part of subscription together with compound interest would be paid back to the employee when they cease to be a Railway employee.

As a result of acceptance of recommendation by Fourth Pay Commission to increase the rates of Subscription and the corresponding insurance cover under the Group Insurance Scheme by 50%, the subscription for the scheme is in units of Rs. 15 p.m. and the amount of insurance cover is Rs. 15,000 for each unit of subscription with effect from 1st January, 1990. The increased rates of subscription and the corresponding insurance cover with effect from 1.1.90

will be compulsory for all those employees who enter Railway service after 31.1.1989.⁸

A Group 'D' employee will subscribe for one unit, a Group 'C' employee for two units, Group 'B' employee for four units and a Group 'A' employee for eight units which provides for insurance cover of Rs. 15,000, Rs. 30,000, Rs. 60,000 and Rs. 1,20,000, respectively. In the event of promotion of employee from one Group to another, his subscription is raised from the next anniversary of the scheme to the level appropriate to the Group to which he/she is promoted.

	Mode of Subscription	Amount
Group 'D'	Rs. 30-00	Rs. 30,000/
Group 'C'	Rs. 60-00	Rs. 60,000/
Group 'B'	Rs. 120-00	Rs. 120000/-
Group 'A'	Rs. 240-00	Rs. 240000/-

EMPLOYEES INSURANCE SCHEME

This scheme was started with effect from 1.7.1977 to cover payment of Rs 5,000 to the widows where the employee dies on or after 1.7.1977. The scheme is applicable to both pension and State Railway Provident Fund optees. The employees who have entered in Railway service on or after 1.11.1980 or the employees who have opted out of this scheme are governed by Group Insurance Scheme, 1980.

Under this scheme there are two groups, viz.,-

- (i) the employees who have not attained the age of 28 years, and they have to pay 50 paise per month till they attain the age of 28 years.
- (ii) the employees who are above 28 years of age and all those employees who attained the age of 28 years from (i) above and is required to pay contribution of Rs. 5 per month. In both the cases, in the event of death of an employee the widow is entitled for insurance cover of Rs. 5,000. In case the employee retires, he would be entitled the amount of his contribution and interest thereon.

⁸ R.B.'s No. PC III/89/GIS/1 of 2.3.1989; Bahri's 65/89.

In the absence of valid nomination, the insurance amount is payable under. The scheme, is distributed in equal shares amongst all legal heirs of the deceased Railway servant.⁹

The insurance money is payable in the case of suicide also and other terms and conditions of the payment of insurance money remain unchanged.

[RB.'s No. PCIII-76/INS dated 18.2.1980.]

INCENTIVE FOR FAMILY PLANNING/FAMILY PLANNING ALLOWANCE

Railway employees having 2 or 3 children and undergoing sterilization operation may be granted special pay equal to an increment, not to be absorbed in future increments. Special increment may be availed either in the same post or on promotion. The grant of this concession is subject to the following conditions:

- (a) The employee is within reproductive age group, i.e., in case of male not being over 50 years age and female between 20 to 45 years of age;
- (b) The employee has 2 or 3 living children;
- (c) Sterilization certificate is issued by the Govt. hospital or under Central Health Scheme or voluntary institution aided by State Government.

The incentive granted to Railway servants, who undergoes sterilization is in the nature of personal pay and as such it does not reckon as "pay" for the purposes of calculating allowances.¹⁰

The increment will be at the lowest rate of increment admissible in the revised scale of pay w.e.f. 1.1.96. Those who had undergone sterilization prior to 1.1.96 shall get revised lowest rate of increment in the revised scale of pay corresponding to the pay of the post in which this benefit was earned.¹¹

Apart from above benefit, the Railway employee is entitled for Special casual, leave and also granted concession in the rate of interest chargeable on House Building Advance to the extent of half per cent less than the normal rate of interest.)

The above benefit is also granted to Casual labour who have attained temporary status on completion of 4 months' continuous service

⁹ R.B.'s No. PC nr"76/9INSdated 17.8.1978.

¹⁰ R.B.'s No. PC-IV-89/6-2 of 8.1.1990

¹¹ Bahri'sI80/99 dated 21.7.99; Bahri's 245/99 dated 1.10.99.

STAFF BENEFIT FUND

A Railway Staff Benefit Fund is maintained for each Railway. The Fund is used mainly for the benefit of the non gazetted staff. The Fund is managed by a Committee at the Head quarters of the Railway. Regional sub-committees function at convenient centres (at Divisional Workshop headquarters).

(A) Constitution of the Headquarters Committee.

Nominated Members

(a) Chairman-Chief Personnel Officer.

(b) Official Members- (1) Chief Medical Officer.

(2) CE or GM(W)IDy. GM (General)

(c) Secretary-A Personnel officer/Welfare officer to be nominated by G.M
12 members from recognized unions.

In the Production units where Staff Councils are functioning, members elected by the Central Staff Councils will be represented on the Staff Benefit Fund Committee

(B) Constitution of Divisional/Workshop Sub-Committee.

(1) Chairman-Divisional/Workshop Personnel Officer.

(2) One officer to be nominated by the Divisional Railway manager/
Workshop-in-charge.

(3) Two members from each recognized Trade Union.

(4) Two members to be elected by Divisional/Workshop Welfare
Committee/Staff Council or as decided by the General Manager.

(5) A Welfare Inspector nominated by Divisional Railway manager (D.R.M)
/Workshop-incharge will act as Secretary.

3. Object of the Fund-The Committee managing the fund shall spend from the fund on the following objects-

(a) Education of the Staff and of their children when no assistance is admissible (Schooling facilities and educational assistance for children of Railway servants) of Indian Railway Establishment Manual Vol. II, provided that no grant is made to a school which is not in accordance with any general or special orders issued by the President in this behalf

- (b) Recreation and amusements of the staff and their children.
- (c) Relief of distress amongst the members or ex-members of the staff and their families not provided for under any other rules.
- (d) Such schemes for sickness or maternity benefits to the families of the staff as are not covered by the Medical Attendance rules.
- (d) Any other object which in the opinion of the committee is for the benefit of the staff, for which approval of G.M. will be obtained.¹²
- 4. No part of the fund is used for the benefit of any gazetted railway servant, Rule 803 (3) RI, as amended in Board's letter of 13.10.99, referred to above.
- 5. Sources of credit to the Fund: the Fund is credited-
 - (1) all receipts from fines; and
 - (2) all receipts from forfeited Provident Fund bonuses except forfeited bonuses of gazetted railway servants.¹³

In addition to the credits of the Fund detailed in Rule 804-RI as above there is credited to the fund on the 1st of April of each financial year an annual grant from the revenues of the Railway at a per capita rate of Rs. 26.00 based on the sanctioned strength of non-gazetted Railway employees, permanent and temporary, as on the 31st March, posts charged to capital being excluded. The fund is credited provisionally on the 1st April each year with an amount equal to the contribution for the previous year, the necessary adjustment being made as soon as the correct amount of the contribution has been determined. The distribution of Rs. 26/- amongst different activities will be as under :-

i) General activities viz. Education, recreation, amusement, cultural, relief of distress, sickness and Miscellaneous items¹⁴:-

(a) Education	Rs. 4.00
(b) Recreation other than sports	Rs. 1.95
(c) Inter-Railway cultural Competition"	Rs. 0.05
(d) Relief of distress, sickness etc.	Rs. 7.00
(e) Miscellaneous	Rs. 0.50
(i) Sports activities	Rs. 5.00
ii) Scouts activities	Rs. 2.50
iii) Recreational facilities to officers and supervisory staff	Rs. 2.50
iv) Indigenous system of medicine including Homeopathy	Rs. 2.50
Total	Rs. 26.00

¹² 802 R-I, as amended in Board's No. E(W) 97/FU-1/4 of 13.10.99, Sl. No. SE 30/2000.

¹³ 804R-I.

¹⁴ 805(i) D-I/R.B.'s letters No. F(W)96/FO-1/5 dated 17.7.96 and 15.1.1997 and E(W)97/FU-1/4 dated 13.10.99, Sl. No. Se 30/ 2000.

STAFF GRIEVANCE HANDLING

Railways pay attention to general and individual welfare of workers with a view to maintain and improve the mental and moral health of workers and to effect an all round improvement in the employees working and living condition. The necessity of a proper psychological approach in dealing with the staff matters is appreciated in Railways so that even the humblest railway man is made to feel that his work is important. Accordingly, none of the workers in Railways is neglected and legitimate interests of each of them are protected.

Grievances of staff are either of a general type or concerning an individual. The general grievances are either in connection with service conditions, canteens, holiday homes, sanitation, office accommodation, staff colonies, institutes, schooling facilities etc. and the individual complaints is in regard to different matters on service conditions, working hours, non-grant of leave, non receipt of due pay, increments and other fringe benefits.

A Welfare organization is functioning on each Railway to look after the interest and well-being of the staff. At each station a staff complaint register / grievance register is maintained in which every employee may record his grievance(s) if any, himself or will be given help by the Assistant Station Master or other staff to do so. Welfare Inspectors while visiting the stations, yards, etc. with their diary-cum-contact registers will take down the grievances there from as well as by direct contact with the staff and take steps to settle the grievance in contact with the appropriate authority. They follow up the cases of grievances received for speedy disposal and are answerable to the Personnel/Welfare Officers if the same remain indisposed for an undue long period. To ensure proper working of the system Sr. Divisional Personnel Officer/ Divisional Personnel Officer and Divisional Railway manager / Assistant Divisional Railway manager during their visits to stations, check the contact registers as well as the station staff complaint registers and by exercising such checks grievances of staff are reduced to the minimum.

All complaints and representations received at the office are registered and acknowledgement of same is issued by a Welfare Inspector or other staff earmarked for this purpose. Follow-up actions will immediately be taken by the Inspector to set right the reasons of complaints and action taken will be maintained in a register.

Whenever officers go out on line inspection, staff is encouraged to meet them with their genuine grievances, if any, and these are promptly attended to. The

Welfare Inspectors accompanying the officers are utilized to make enquiries about the complaints on the spot, whenever necessary, and the officers take keen interest for redress of all genuine grievances of the staff. The employees may also meet the officers in the office with the permission of their immediate superiors for representing their grievances.

An individual may also get his grievance redressed by submitting representations through proper channel or through Staff Complaint Boxes, wherever these are existing. The staff section or a separate section functioning for this purpose will immediately attend to these representations, and the staff is advised of the action taken in the due course.

Inspections of the Central Industrial Relations Machinery visit regularly railway stations, yards, etc. to acquaint themselves with staff grievances as regards working hours, periodic rest, nonpayment of wages etc. The grievances forwarded in inspection notes by these Inspectors are promptly attended to in Personnel Branch offices and genuine grievances of staff are redressed by the Railways under advice to the Regional Labour Commissioner. Regular quarterly

Meetings between labour enforcement officers/asst. labour commissioners and divisional personnel officers are held and a review is made of irregularities reported in the preceding quarters with a view to analyze how far these have been set right

Grievances of general type of the staff are also discussed in negotiating machinery meetings as per agenda put forward by the employee's union

APPOINTMENT ON COMPASSIONATE GROUNDS

Appointment on compassionate grounds relate to those appointments which are given to dependents of railway employees who lost their lives in the course of duty or die in service or become crippled while in service or develop serious ailments like heart diseases, cancer etc. and are medically incapacitated for further service.

In case however an employee although unfit for the post held by him because of medical decategorisation but is fit to perform the duties of an alternative suitable post in lower medical category, the request for appointment on compassionate ground to an eligible ward will not be admissible even if the employee chooses to retire voluntarily. But in case where an employee is totally incapacitated and is not in a position to continue in any post because of

his medical condition he may be allowed to opt for retirement and in such cases he may request for appointment on compassionate ground for an eligible ward, which is considered

The following is the order of priority to be followed while offering appointments on compassionate grounds:-

- (i) Dependents of employees who die or are permanently crippled in the course of duty;
- (ii) Dependents of employees who die in harness as a result of rail way accidents while off-duty; and
- (iii) Dependents of employees who die while in service or are medically incapacitated.

While considering such requests for compassionate appointment the General Manager should satisfy himself on the basis of a balanced and objective assessment of the financial Condition of the family, that the grounds for compassionate appointment in each such case is justified, having regard to the number of dependents, assets and liabilities left by the railway employee, income of any member of the family, as also his liability, including the aspect of whether the earning member is residing with the family of the deceased employee and whether he provides any support to the other members of the family, so that the facility of appointment on compassionate grounds is not circumvented or misused by putting forward the ground that the eldest son of the employee is staying separately and not supporting the family. The power to make compassionate appointment is vested in general manager. In case of group c posts, the powers have been delegated to Chief Personnel Officers and in case of group "D" the power to make such appointments have been delegated to divisional railway manager.¹⁵

HOLIDAYS

Except where specifically provided otherwise, the number of holidays to be observed in Railway offices situated in the States and Railway Workshops are as under:

The Central Government offices will observe not more than 16 bare holidays

¹⁵ R.B.'s No. E(NG)IIJ98/RC-I/64 of 28.7.2000, (Sl. No. SE 146/2000.

in a calendar year. Out of these 11 would be compulsory holidays i.e. three National Holidays, viz., Republic Day, Independence Day and Mahatma Gandhi's Birthday and 8 holidays relating to minority communities, viz. Id'ul Zuha, Muharram, Good Friday, Buddha Purnima, Id'ul Fitr, Guru Nanak Birthday, Christmas Day and Mahavir Jayanti, the remaining 5 non-compulsory days being determined once for all. If any of these 16 holidays falls on a Sunday/Saturday or any other holiday, it should not be substituted by another holiday.

The number of Restricted Holidays to be chosen by Central Government employees will continue to be two each year to be selected from the list of Restricted holidays.

The Line staff would also observe 9 Closed Holidays in a year. The compulsory holidays to be observed will be only three National Holidays and the remaining 6 holidays would be determined by their representative once for all if not possible to allow the staff to avail the holidays, they are eligible for compensation in lieu thereof as in the case of 'National Holidays

All non gazetted staff who do not enjoy public holiday as they cannot be relieved of their duties on those days are granted 9 holidays, three national holidays and six other specified holidays to be chosen by the staff representatives in accordance with general directives of the government.

When a person receives proper holidays, because he gets plenty of time for solving his family related matters. He also feels much relaxed and stress free. Incase he has not been given any holiday because of some reason, he get properly paid for each holiday. Therefore feels more job satisfied.

TRAINING

The Railways attach considerable importance to provide training to all categories of staff with a view to improve their skills and ability. Indian Railways have developed their own facilities for conducting extensive training programmes for their officers and staff to enable them to improve upon their skills / abilities and equip them with the latest technological developments.

Training of group "A" & "B" officers is organized at the following "Centralized Training Institutes" which work under the administrative control of m ministry of railways (Railway Board)

- Railway Staff College (RSC) - Vadodara
- Indian Railway Institute of Civil Engineering (IRICEN) - Pune
- Indian Railway Institute of Electrical Engineering (IRIEEN) - Nasik
- Indian Railway Institute of Signal & Telecommunication (IRISET) - Secunderabad
- Indian Railway Institute of Mechanical & Electrical Engineering (IRIMEE) - Jamalpur.

The railway staff college , vadodara is headed by a principal in the rank of General Manager. Other four Centralised Training are headed by Directors in Principal Head of Department rank.

Training of group "C" & "D" staff is organised in the Zonal training centres and divisional Training Schools respectively which functions under the administrative control of Zonal Railway Division. In addition in some of the Railway " Supervisory Training Centres" are also existing & providing training to group "C" staff.

Zonal Training Schools

Training is imparted in Railway Zonal Schools, Systems Schools and other such institutions in each Railway. The courses conducted at the training institutions are divided into four following categories:

- (a) Initial training to meet the needs of new recruits;
- (b) Promotional courses for employees who have to undertake duties of a different nature with higher responsibility;
- (c) Refresher courses to keep the employees abreast of the latest developments in their own subjects and to give them a fresh orientation with regard to their duties and responsibilities; and
- (d) Special type of courses to meet specific needs, such as management courses, work study courses, operational research seminars, etc.

The Railways have also been taking advantage of the offers of training facilities abroad under the various technical aid plans of foreign Governments and Agencies.

The teaching staff are either recruited directly for the purpose or drawn from the field staff and posted to Zonal Training Schools for imparting training.

Such faculty members are selected from field by a Selection Committee formed at appropriate level. The selection board for the screening / selection of trainers/ instructors is constituted under the order of principle Head Of Department and if there is any amendment to the penal of trainers the same is done at the level of General Manager without referring to the railway board.

RE-IMBURSEMENT OF LEGAL CHARGES/LAW SUITS

(1) A Railway servant is involved in legal proceedings in the following types of cases, viz., the cases in which acts are done-

- (i) in the execution or performance of the official duty.
- (ii) not in the execution or the official duty, but by virtue of, or having connection with the official position, and
- (iii) in neither of the above capacities.

(2) A claims for re-imburement of legal expenses falling under items (i) and (ii) above shall invariably be referred to the Railway Board for their consideration irrespective of whether or not in such cases the Railway Administration finds any justification for re-imburement of legal expenses. Cases falling under item (iii) may be those in which a person may be guilty of bribery, illegal gratificaion, corruption, etc., accepted or committed not by virtue of his official position but in his private dealings.

No re-imburement will be admissible in such cases.

OVERTIME

Under the Hours of Employment Regulations, the earning of overtime depends on the extra amount of work performed between the rostered hours and statutory limits or beyond the statutory limits on the basis of either daily, or weekly or two weekly periods as may be prescribed for different categories.

While working beyond roistered hours and some time beyond Statutory limits cannot always to be avoided, it should not be permitted to become a normal feature. The Railway Administrations should wherever necessary review existing cadres and bring them to normal working requirements.

The staff has to work overtime when it is necessary due to accidents, emergencies which were not anticipated, clearance of rush on account of

summer vacations in educational institutions, running of special trains, large absentee or sickness and such other items like ensuing melas, etc.

Clerical staff are not entitled for overtime, however, clerical staff attached to Railway Workshops/production units who have to observe the working hours which are complementary to shift duty workers will be covered.

Mia Bhoy Tribunal has involved the principle of averaging for certain - categories and accordingly overtime will be due only if the number of hours worked exceeds that average.

Overtime is paid at one and half times of the wages per hour of duty if the employee has worked between the rostered limit and statutory limit and twice the ordinary wages per hour of duty if the employee has worked beyond the statutory limit.

Over-time allowance payable under Rule 1505 RII shall continue to-be computed on the basis of revised rates of Pay plus Dearness Allowance. Therefore, Dearness Allowance forming part of emoluments, for the purpose of computation of rates of Over Time Allowance is taken into consideration with effect from the dates and the rates, notified from time to time.¹⁶

PERFORMANCE APPRAISAL IN RAILWAYS

Indian Railways has seen multifarious and speedy developments in the recent past. The past couple of decades has witnessed it breaking new grounds and this has been possible only because of employees continuous performance monitoring.

Thus the normal method of evaluation of performance is to see to what extent the actual performance in key areas varies from the estimates given in the budget, so that the necessary corrective action can be triggered. In railways there is unique and a single method of evaluating the performance and the document through which it is done is known as "CR" or confidential report.

Confidential Report is an important document, providing for the basic and vital inputs necessary for assessing the performance of a Railway servant for his/her advancement in official career. The Railway servant reported upon, the Reporting authority and the Reviewing Officer should, therefore, fill in the form with a high sense of responsibility. The report is written annually on every Railway servant, Gazetted or non-gazetted in the form prescribed for

¹⁶ R.B's No. PC-V/97/1/7/17 dated 3.4.2000; Bahri's 58/2000

the purpose, generally for the period ending with the financial year, apprising the performance character, conduct and qualities of the concerned Railway servant.

In respect of Railway servants working in grade Rs. 5000-8000 (RPS) and above, likely to be considered for promotion to Group 'B' Gazetted service, an additional section called Section II is required to be written in the prescribed form. The Confidential reports on Railway servants working in the grade below Rs. 5,000-8,000 is initiated by supervisors working in grade Rs. 6,500-10,500 (RPS) and above. For those working in grade Rs. 5,000-8,000 and above the reports is initiated by a Gazetted officer.¹⁷

Self Appraisal

Every Railway servant working in the grade Rs. 5,000-8,000 and in grades above Rs. 5,000-8,000, should, before the confidential report is initiated, furnish a brief description of his duties and a resume of work done by him during the period/year for which CR on him/her is written, bringing out the special achievements during the period and also shortfall in achievements, if any together with reasons therefore. This is done in Part - II of the CR form.

If there is delay in submission of self-appraisal, the employee concerned is issued a reminder that if he/she does not submit the self-appraisal by the specified date, the report will be written without self-appraisal.¹⁸

Duties of Reporting Authority

The confidential report is initiated by the Reporting Authority, who was, during the period for which the CR is written, immediately, superior to the Railway servant on whom the report is written or such other authority as may be specifically empowered.¹⁹

The Reporting Authority should abstain from writing the annual confidential report on Railway servant who is his close relative and Reviewing Officer will in such cases take on the role of the Reporting Authority. If a similar relationship exists between the reviewing officer and the officer reported upon, the same would apply in respect of the Reviewing Officer and the role of the Reporting Officer will be transferred to the authority next higher.²⁰

The Reporting Authority has also the responsibility to decide regarding

¹⁷ R.B.'s No. E(NG)III/75/CR/9 of 14.9.76 and E(NG)I/82/CR/1 of 20.3.1982.

¹⁸ No. E(NG) 1-2000/CR/3 dated 12.1.200 I; Bahri's No. 9/200 I

¹⁹ R.B.'s No. E(NG)I-81/CR/5 of 26/30.9.1981.

²⁰ R.B.'s No. E(NG)II-78/CR/3 of 8.8.78.

making a mention in the report about warning, admonition, displeasure, reprimand administrated to a Railway servant for inefficient working/acts of omission or commission depending upon the position while writing the report, whether the concerned Railway servant's performance, after warning/reprimand, has improved and is satisfactory. If it has shown improvement, he may decide not to make a reference in the CR to the warnings etc. given. Otherwise he may make a reference in the relevant column in Part III of the report, and place a copy of warning/reprimand / displeasure in folder of CR. The adverse remarks entered should also be conveyed to the Railway servant concerned and his representation, if any, disposed of as per prescribed procedure.²¹

The Confidential Report is recorded within one month of the expiry of the reporting period and the delay in this regard is taken up. If the Railway servant delays submission of self-appraisal, the Reporting Authority should comment adversely on this aspect. If the Reporting Authority retires or demits office, he may give CR on his subordinates within one month of his retirement or demission of officer.²²

Performance appraisal through confidential reports is intended as a tool for human resources development. Reporting Authority should realize that the objective behind the appraisal is to develop the Railway servant, so that he/she may realise his/her true potential. There should, therefore, be no hesitation on the part of Reporting Officer to report shortcomings in performance, attitude or overall personality of the Railway servant reported upon.

Where the higher authority is satisfied that the Reporting Officer had not written the report with due care and attention, the competent Authority has the discretion to make a suitable remarks in the CR of the Reporting Officer.

Duties of Reviewing Officer

The Confidential report on a Railway servant, after it is written by the Reporting authority will be reviewed by the Reviewing authority, i.e. the authority who was, during the period for which the report is written, immediate superior to the Reporting Authority or such other authority specifically empowered in this behalf. The Reviewing authority should exercise a positive and independent judgment on the remarks recorded by the

²¹ R/B.'s No. E(NG)I/81/CR!8 of 31.8.81 and 22.9.81.

²² RB.'s No. E(NG)II-78/CR/2 of 10.11.78.

Reporting authority in the CR on his subordinates and should clearly express his/her agreement or disagreement with the remarks of Reporting Authority, particularly if they are adverse.²³

If the Reviewing Authority is satisfied that the Reporting Authority has not made the report with due care and attention, he shall record a remark to that effect in Part IV of CR Where the Reviewing Authority is not sufficiently familiar with the work of Railway servant reported upon, to arrive at proper and independent judgment of his own, he should verify the correctness of the remarks after making enquiries even after giving a hearing to the railway servant concerned, before recording his remarks. Reports containing remarks, which are vague or non-committal and entries which are not sufficiently meaningful, is returned to the Reporting Officer for amplification /explanation. The confidential reports is reviewed and countersigned by the Reviewing Authority within one month of its receipt.²⁴

Section-II of the Confidential report of Railway servants working in grade Rs. 5,000-8,000 on the Divisions is reviewed by Assistant Divisional Railway Manager instead of Divisional Railway Managers.²⁵

Adverse Remarks

Any remarks reflecting on the performance or basic qualities or potential of Railway servant are treated as adverse remarks. Such remarks recorded is communicated to the Railway servant, in writing, irrespective of whether they are considered remediable or not, along with the substance of the favorable remarks contained in Confidential R. Such communication is sent by the Reviewing authority or any other authority specified by the General Manager within a period of one month of the acceptance of CR. It is ensured that the remarks are communicated in such a form that the identity of the officer making adverse remarks is not disclosed.

An entry in CR that the Railway servant is not fit for promotion is deemed to be an adverse remark and the whole entry including the reasons for the remarks is communicated. Describing as an "average" either the performance or any other quality of Railway servant shall not be treated as an adverse remarks and does not draw the inference that the employees. is unfit for promotion.²⁶

²³ RB's No. E(NG)57/CR/3/1 of 14.6.66.

²⁴ R.B.'s No. E(NG)II-75/CR/I of 6.1.77.

²⁵ RB's No. E(NG)I/85/CR/5 of 9.12.85

²⁶ R.B.'s No. E(NG)I/92/CR/3 of 1.3.93.

Representations against adverse remarks is dealt with expeditiously by the Competent Authority (normally next to above the Reviewing Authority) within three months from the date of submission of representation. Competent Authority should consider the representation and pass order, either-

- (a) expunging the adverse or critical remarks in toto, or
- (b) toning down the adverse or critical remarks, or
- (c) rejecting the representation.

Pending final disposal of the representation, if submitted within the prescribed time limit, the adverse remarks should not be treated as operative, for the purpose of consideration of promotion and any other purpose. The order passed by the Reviewing Officer issuitably communicated to Railway servant concerned. No memorial or appeal against the rejection of representation is allowed six months after the rejection.²⁷

If the Railway servant's integrity is beyond doubt, it is recorded against the relevant item in Part-III of CR. In case of Railway servants working in grade Rs. 5,000-8,000 (RPS) and above, for whom section II of the report, includes an item on Integrity to be certified, there would be no necessity to fill in part III. Where any unconfined or suspicion on the integrity appear the item should left blank and action taken to confirm it. In such case a secret note is recorded and followed up, sending a copy of note along with CR to the next superior authority, who will ensure that the follow up action is taken expeditiously. Where it is not possible either to certify the integrity or to record secret note, the Reporting authority should state either that he has not watched the railway servant's work for sufficient time to form a definite judgment or that he heard nothing against the Railway servant, as the case may be.

On follow up action if the doubts are cleared, the CR is recorded accordingly. On the other hand, if the doubt are suspicions are confirmed either initially or after the doubts are confirmed after the investigation, the facts is recorded to railway servant. In case doubts or suspicions neither cleared nor confirmed, the conduct of railway servant is watched for further period as mentioned above.

²⁷ R.B.'s No. E(NG)II/75/CR/1 of 6.1.77, E(NG)II/78/CR/2 of 10.11. 78 and E(NG)II/81/CR/5 of 26/30.9.81.

INDUSTRIAL RELATIONS IN RAILWAYS

1. Associations of Gazetted Officers -

Associations of gazetted officers in Railways is formed each consisting of a distinct class of gazetted officers, where every gazetted officer of the same class is eligible for membership. The associations in Railways is affiliated to Federations thereof. All India Officers' Federation and Indian Railways Class II Officers Federation are functioning in the Indian Railway system to which the Associations functioning in the Zonal Railways and Production Units are affiliated. Sectional Associations, like Indian Railway Personnel Officers Association are also functioning in the Railways.

Recognition is accorded to the associations for the purpose of enabling the gazetted railway servants to communicate their needs to Government Officers. Representations from the Associations whether made orally by deputation, or presented in writing is received by Government Officers notwithstanding anything contained in the rules relating to the submission of petitions by railway servants. Representations in connection with common interest to the class represented by the associations is only accepted for consideration by the authority.

2. (i) Associations / Unions Of Non-Gazetted Railway Servants

Recognitions are given to associations/unions of industrial employees (which term includes railway servants) provided, inter area, all railway servants of the same class are eligible for membership and these are registered under the Indian Trade Unions Act. Two Federations of Unions, viz. All Indian Railwaymen's Federation and National Federation of Indian Railwaymen have been given recognition by the Government and all the railway units of the Unions affiliated to these federations have also been given recognition unless this is withdrawn for some due cause after giving an opportunity to the Unions to show cause against such withdrawal.

(ii) Permanent Negotiating Machinery

- (a) With the object of maintaining contact with labour and resolving disputes and differences which may arise between them and the administration, through the process of negotiation, a machinery known as the Permanent Negotiating Machinery has been set up in Railways.
- (b) Working of the machinery-The Permanent Negotiating Machinery machinery is envisaged in 3 tiers, one at the Railway level, the

recognised unions having access to district/divisional officers and subsequently to officers at the headquarters including the General Managers; at the next tier, matters not settled at Railway level will be taken up by the Federation Of Unions with the Railway Board; and at the third tier in cases in which agreement is not reached between the Federation and the Railway Board, and the matters are of sufficient importance, reference is made to an ad hoc Railway Tribunal composed of representatives of the Railway Administration and Labour presided over by a neutral chairman.

(c) P.N.M. meetings between the Unions and the Railway administrations is held regularly as follows :-

- (i) At Divisional / District/
Workshop) level At least once in two months.
- (ii) At the Headquarters level At least once in a quarter and
oftener, if necessary.
- (iii) At the Railway Board's level Once in a quarter.

In addition to the above there are informal meetings with the unions as and when necessary.

The subjects to be discussed in the meetings will comprise of those which are within the powers of the officers concerned and when a decision is not arrived at in such meetings on any of the items, the same is brought up for discussion in meetings at the next higher level.

Questions concerning pay scale, allowance etc. will only be discussed between the Federation and the Railway Board and not at lower levels.

The unions will chalk out agenda and submit the same with explanatory notes to the Administration sufficiently in advance and it is desirable that the discussions in the meeting will be confined to important points. Decisions taken at the meetings will be implemented forthwith.

Over and above the procedure of solving disputes and differences by discussion in meetings subject matters referred to by Unions may also be solved by the process of correspondence.

Un-recognised Unions

There are many Unions functioning amongst Indian Railwaymen, most of which though registered under the Indian Trade Unions Act have not been given recognition by the Government. While formal correspondence with un-recognised union should not be established, grievances of staff coming from

any source including unrecognised unions receives proper attention of the appropriate authorities.²⁸

In slight modification of the above orders, however, receipt of all correspondence dealing with questions relating to reservations and other grievances of SC/ST employees in the matter of recruitment and promotion received from All India Scheduled Castes/Tribes Railway Employees Association and its Zonal branches is acknowledged. While doing so, this Association is advised of the Government's policy decisions so as to enable the SC/ ST employees to know as to what the Government is doing for them. Thereafter, the communication is examined on the merits of the case and appropriate action taken promptly.²⁹

4. Joint Consultative Machinery And Compulsory Arbitration

With the object of promotion of harmonious relation and securing the greatest measure of co-operation between the Government in its capacity as employer and the general body of its employees in matters of common concern and with the object further of increasing the efficiency of the public service, the Government of India has established a machinery for joint consultation and arbitration of unresolved differences.

There is a joint council at the national level, and usually at two levels- Departmental and Regional/ office.

The National Council deals with matters affecting all Central Government employees, such as, dearness allowance, pay of common categories like office clerks, peons etc. while a Departmental Council deals only with matters affecting the staff in a particular ministry.

The joint council consists of an official side and a staff side.

The representation is as follows :

(a) National Council-

Official side . Upto 25 members The Cabinet Secretary acts as Chairman

Staff sideUpto 60 members.

(b) Departmental Council-

Official side ..5 to 10 members The official head of the Ministry is the ChairmanStaff side Upto 30 members.

²⁸ RB.'s No. E(L) 68UTI-141 of 28.12.68.

²⁹ RB.'s No. E(SCT) 74CM9/166 of 24.7.74.

Members from the staff side are nominated by the recognised associations. The regional and/or office councils is also constituted in the same manner. The strength of regional/office council vary according to the size of the staff in a region or office, and the head of the region or office is its chairman.

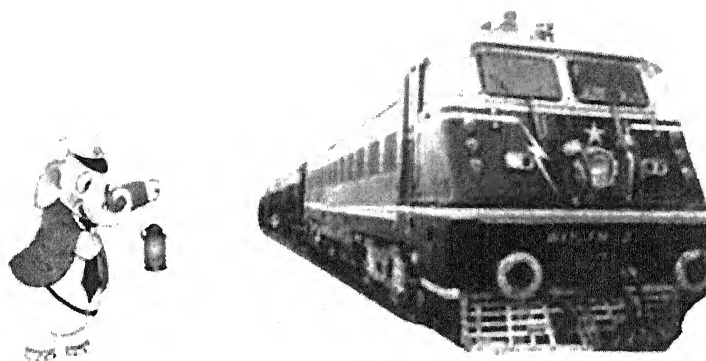
The scope of the councils includes all matters relating to conditions of service and work, welfare of the employees, improvement of efficiency and standards of work, provided, however that-

(i) in regard to recruitment, promotion and discipline, consultation will be limited to matters of general principles and (ii) individual case will not be considered. The official will conclude matters at meetings of the councils. If there is no agreement between the two sides and a final disagreement is recorded, the matter will be referred to arbitration if it relates to one of the compulsory arbitrable subjects if so desired by either side. The compulsory arbitration is limited to-

(i) pay and allowances, (ii) Weekly hours of work, and (iii) Leave, of a class or grade of employees.



CHAPTER – 7



Research Methodology

- Meaning of research
- Research methodology
- Title of study
- Selection of the topic
- Research Design and Sampling plan
- Universe
- Sample Unit
- Sampling frame
- Data collection
- Survey technique
- Secondary data technique

Research in common parlance refers to a search for knowledge. One can also define research as a scientific and systematic search for pertinent information on specific topic. In fact, research is an art of scientific investigation.

The Advanced Learner's Dictionary of Current English lays down the meaning of research as "a careful investigation or inquiry specially through search for new facts in any branch of knowledge." Some people consider research as a movement, a movement from the known to the unknown. It is actually a voyage of discovery. We all possess the vital instinct of inquisitiveness for, when the unknown confronts us, we wonder and our inquisitiveness makes us probe and attain full and fuller understanding of the unknown. This inquisitiveness is the mother of all knowledge and the method, which man employs for obtaining the knowledge of whatever is unknown, can be termed as research. Research is an academic activity and as such the term should be used in a technical sense.

According to Clifford Woody research comprises defining and redefining problems, formulating hypothesis of suggested solutions; collecting, organizing and evaluating data; making deductions and reaching conclusions; and at last carefully testing the conclusions to determine whether they fit the formulation hypothesis.

D. Slesinger and M. Stephenson in the Encyclopedia of Social Sciences define research as "the manipulation of things, concepts or symbols for the purpose of generalizing to extend, correct or verify knowledge, whether that knowledge aids in construction of theory or in the practice of an art."

Research is, thus, an original contribution to the existing stock of knowledge making for its advancement. It is the pursuit of truth with the help of study, observation, comparison and experiment. In short, the search for knowledge through objective and systematic method of finding solution to a problem is research. The systematic approach conceding generalization and the formulation of a theory is also research. As such the term 'research' refers to the systematic method consisting of enunciating the problem formulating a hypothesis collecting the facts or data, analyzing the facts and reaching certain conclusions either in the form of solutions towards the conceded problem or in certain generalizations for some theoretical formulation. Hence in other words we can say that research is a systematic method of investigating and analyzing the facts. It aims at the solutions of human problems or to drive approaches for the solution. Research is the use of scientific method in the search of the knowledge including knowledge of

alternative practice and information techniques, which would be of direct use.

PROBLEM STATEMENT

The problem selected for investigation by the researcher is “Employees’ Motivation and Job Satisfaction in Indian Railway With Special Reference to Jhansi Division”.

There are many and varied reasons why managers are continually under distress in organization. Resources, human and material, technology are but a few issues confronting managers daily. More importantly the human aspect has questions that have perplexed and fascinated managers for a long time. These questions include:

- What makes some employees perform better than others?
- What makes some employees seem better satisfied & motivated in their jobs than others?
- How can we improve the motivation and overall job satisfaction of our employees?

There are no easy answers to these questions, yet they plague managers in their day today running of organizations.

The reality is that the level of employee motivation affects their morale, performance and overall job satisfaction.

TITLE OF STUDY

““Employees’ Motivation and Job Satisfaction in Indian Railway With Special Reference to Jhansi Division”

SELECTION OF THE TOPIC

The investigator selected this topic due to the reasons that in today’s dynamic and industrial world, the motivation and job satisfaction plays an important role in any industry or organization. The major problem in present scenario is to retain the efficient work force and to see that they contribute to the optimum level in that organization in which they are working and this is not an easy goal to achieve and attain.

This can only be possible when the employees of the organization are motivated and job satisfied. If an organization wants to progress, it becomes necessary for the organization to find out whether the employees are satisfied with their jobs, only then they will naturally contribute to the progress of organization and if not satisfied, the reverse will be the effect.

Thus the investigator selected the topic in order to contribute through findings the various factors responsible for job satisfaction and motivation, enable the employer to know the factors which help in improving the job satisfaction and motivation and also to find out the loop holes in their working conditions, financial incentives and welfare facilities which leads to lack of motivation and job dissatisfaction.

The research Process for conducting this research was started in the way that initially an extensive study of literature was done by the help of various studies published in various books and academic journals related to motivation and job satisfaction. In addition to this, insight was developed by the researcher in the operations, working conditions, policies etc. of employees of Jhansi division, The researcher also had informal discussions with employees at all levels of railways before proceeding with the research.

OBJECTIVES OF THE STUDY

For the purpose of this research the following objectives were set

- The major objective of this study was to measure the motivation & job . satisfaction level of "Indian Railway Employees" including all the classes of employees i.e. Group "A", "B", "C", "D"

For achieving the main objective it was necessary to frame the following objectives :

- To study the level of motivation and job satisfaction of railway employee towards the various facilities of Indian railways
- To find out the effect of performance evaluation on motivation and job satisfaction of railway employees
- To study the attitude of employees towards physical and other working conditions, supervisors, subordinates, peers, workload, job security, skin variety, task significance, task identity, antinomy; feedback, computerization and equity.

- To study the relationship between job satisfaction / motivation towards various factors like Gender, Age, productivity, absenteeism, turnover etc.

HYPOTHESIS

After surveying the literature and having informal discussions with the Indian Railway Employees, the researcher formulated a hypothesis for her research work- "Indian Railway Employees with special reference to Jhansi Division are motivated and satisfied to a great extent with their jobs"

Nature of Research

The proposed research work is designed to study the existing status of Job Satisfaction and motivation level of railway employees of Jhansi division. It aims at developing measures to improve the motivation and job satisfaction level after studying the factor critical to motivation and job satisfaction. The nature of research for this particular research work may be described as: EXPLORATORY, DESCRIPTIVE and DIAGNOSTIC

This research work has been divided into chapters which are as follows:

Chapter 1 - Indian Railway: An Over view

Chapter 2 - Management of Indian Railway

Chapter 3 - North Central Railway-Jhansi Division

Chapter 4 - Job Satisfaction

Chapter 5 - Motivation

Chapter 6 - Employee Motivation & Job Satisfaction in Railway

Chapter 7 - Research Methodology

Chapter 8 - Analysis & Findings

Chapter 9 - Conclusion & Suggestions

There is an exploratory and descriptive research work in the first seven chapters and descriptive and diagnostic research work in the eighth and ninth chapters, which deals with the original survey conducted by the researcher.

In the later part of research, mainly the last two chapters the nature of research changes from exploratory to descriptive and diagnostic. In this

section the study heavily depends upon the data collected through the questionnaires together with other compiled material available to the researcher from offices and workshops in Jhansi Division, railway

The last Chapter of the research is chiefly diagnostic in nature , since in this chapter various recommendations have been Made by the researcher, on the basis of information which had previously been collected through various surveys , consisting of data collected through questionnaires filled by railway employees of Jhansi Division.

Thus we can say that we have not stuck to one form of research but we have changed it as and when the need was felt.

RESEARCH METHODOLOGY

Research methodology is a systematic approach or procedure in conducting research. Methodology acts as a guideline and the road to the completion of the research project through collection of data and observation. Research study is a formal, systematic, intensive and purposeful investigations of the collected facts, with the area of determining cause and effect relationships among such facts from research. It helps the researcher to reach up to some conclusion, which can be useful in this field

Every research is based on certain methodologies without which no research work can be completed.

The primary data has been collected through questionnaires and personal interviews of railway employees. Secondary data has been also compiled from various reports and publications, newspapers, magazines, journals, books etc, the data so collected has been processed and tabulated.

KEY CONCEPTS

In this section, key concepts of the study, namely, motivation and job satisfaction has been briefly explored.

SOURCES AND METHODS OF DATA COLLECTION

For the collection of data researcher has required the use of both primary data and secondary date.

The sources of data is both primary as well as secondary data. The primary data has been collected by the researcher herself. Initially informal discussions were conducted with railway employees of different cadre. On the basis of these discussions and survey of research done by previous researchers, a questionnaire has been framed. Appropriate sample by the means of questionnaire. The questionnaire was framed keeping in view of the informational requirement of the research. The questionnaire is incorporated in the appendix. Comparative scale and rank order has been used for finding and analysing .

DESIGN OF SAMPLE

A sample design as we know is a definite plan for obtaining a sample from a given population. It refers to the technique or the procedure, which are adopted in selecting items for the sample.

1. Group "A", D. R. M .office
2. Group "B" D. R. M .office
3. Group "C" D. R. M .office
4. Group "D" D. R. M .office

Our Universe

Our Universe consisted of all railway employees. Our survey population consisted of Divisional Railway Manager' s office and Railway workshop of Jhansi Division. Our observational units consisted of the employees of these belonging to following categories:

1. Group "A"
2. Group "B"
3. Group "C"
4. Group "D"

Sample Size/ Sampling Frame

A sampling frame is the list of elements from which the sample may be drawn). For this study, the sampling frame would be the 200 full time railway staff.

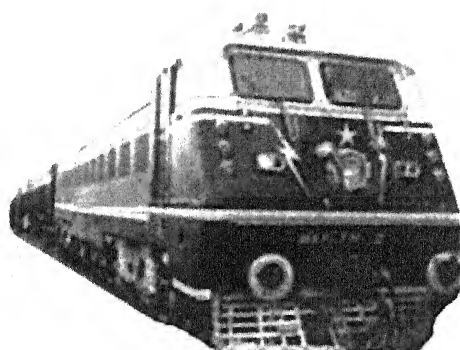
1. Group "A", = 50
2. Group "B" = 50
3. Group "C" = 50
4. Group "D" = 50

PERIOD OF RESEARCH

The research study was conducted between April 2005 to December 2007.



CHAPTER – 8



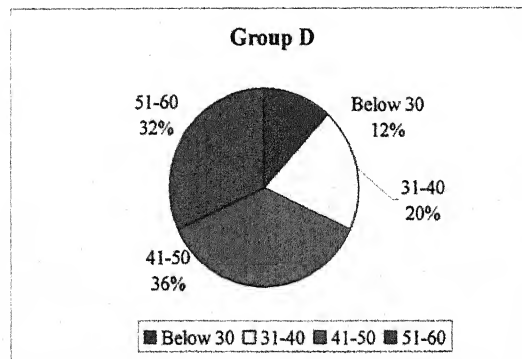
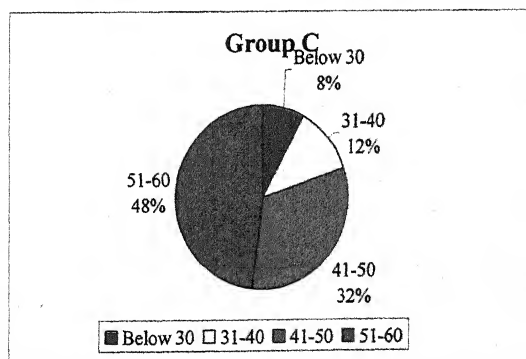
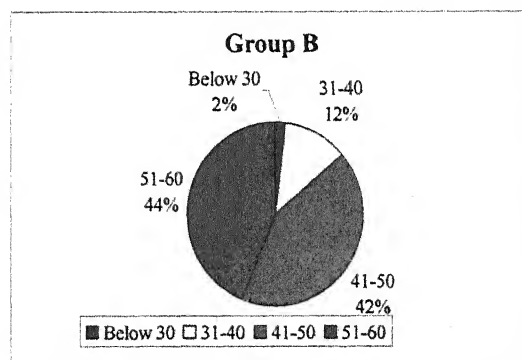
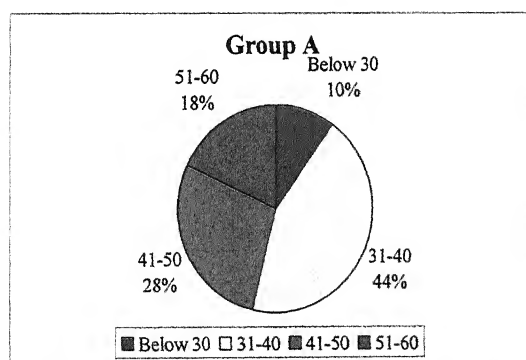
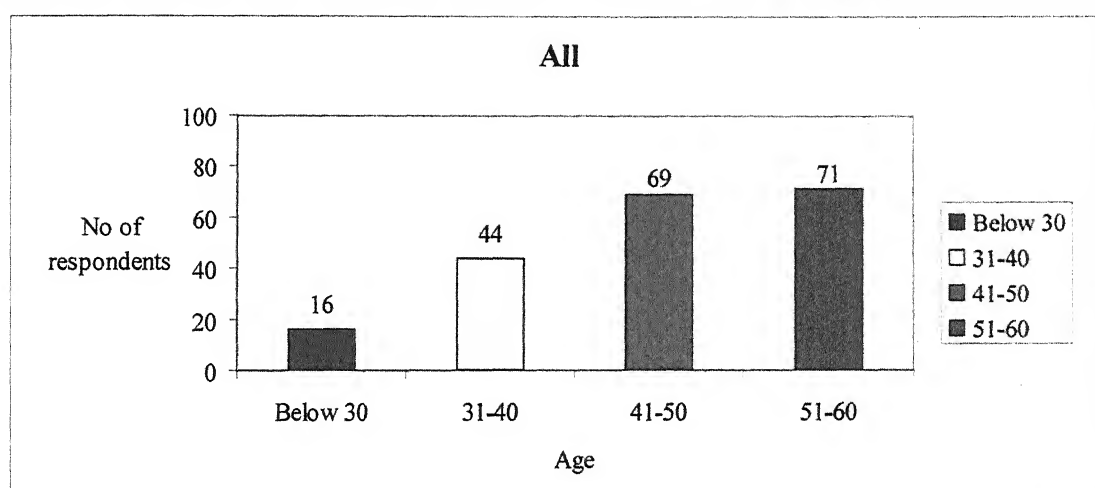
Findings & Analysis

- Graphical Representation of the findings
- Analysis of Research
- Findings of Research
- Overview of findings

GRAPHICAL REPRESENTATION OF THE FINDINGS (in general and in categories)

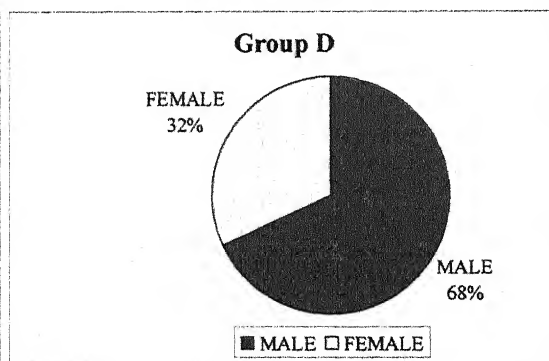
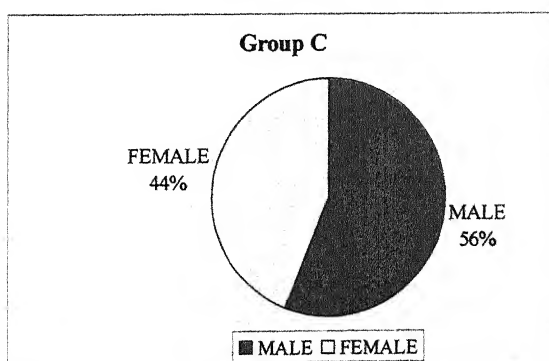
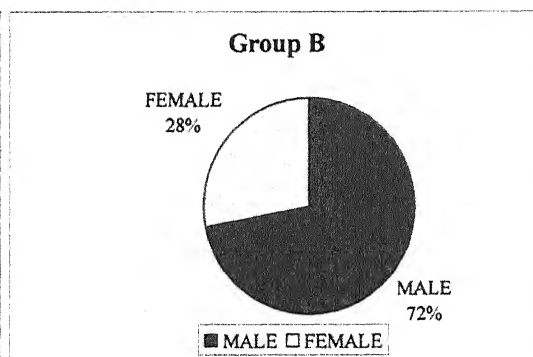
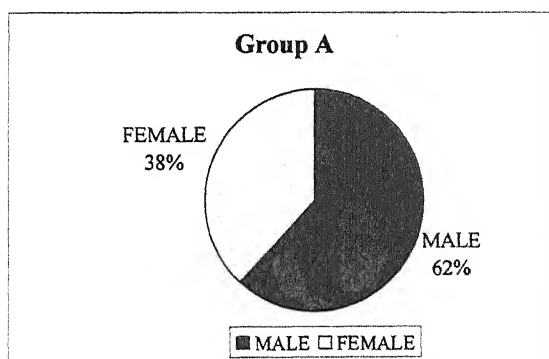
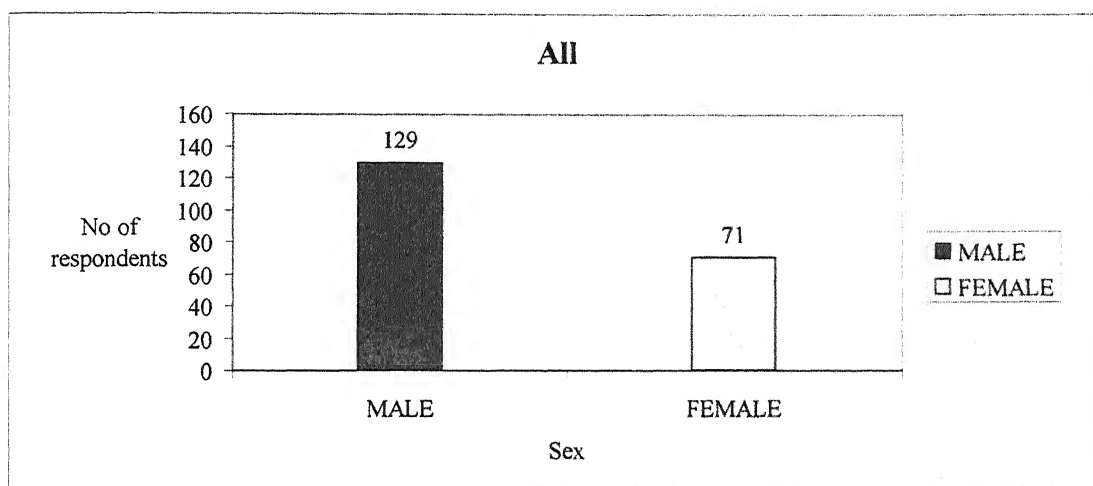
Age

SL	Age in Years	Group A	Group B	Group C	Group D	All
1	Below 30	5	1	4	6	16
2	31-40	22	6	6	10	44
3	41-50	14	21	16	18	69
4	51-60	9	22	24	16	71
	Total	50	50	50	50	200



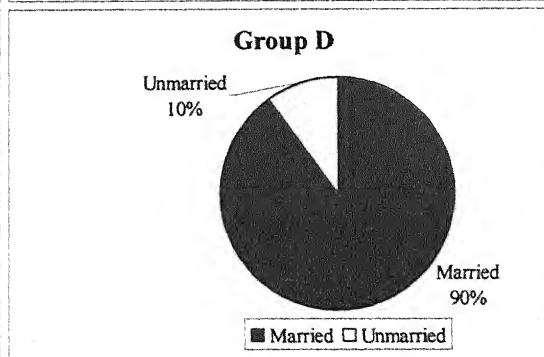
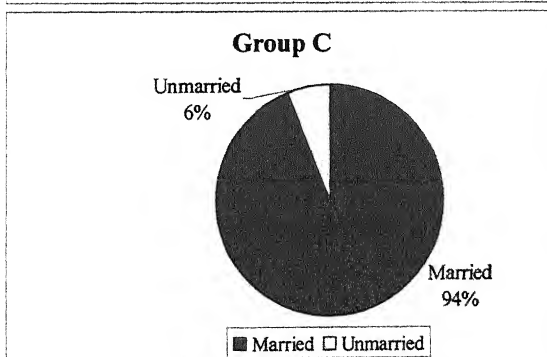
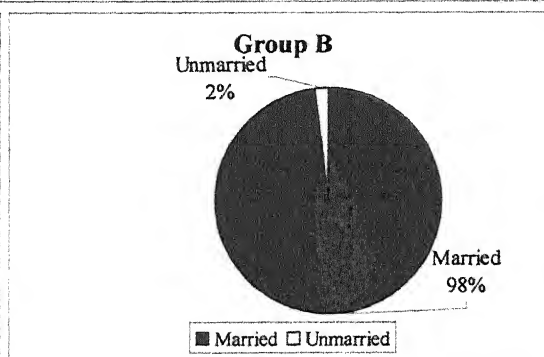
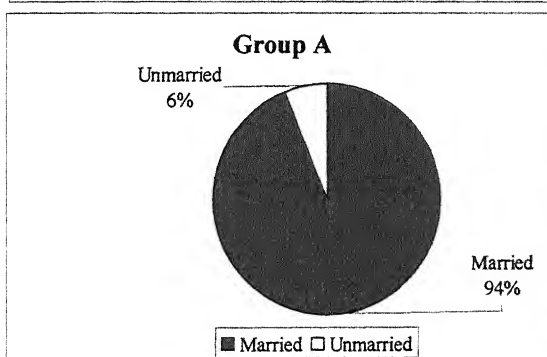
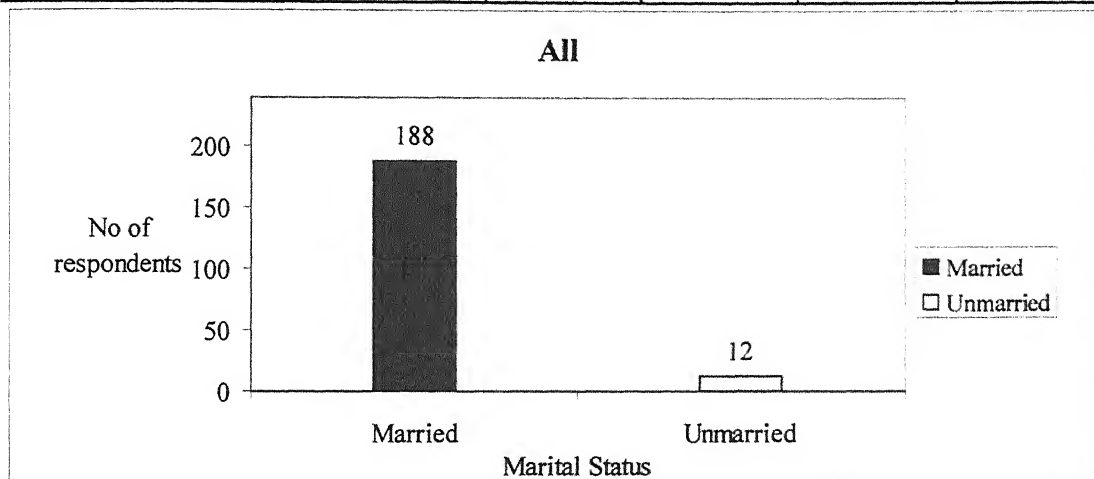
Sex

SL.	SEX	Group A	Group B	Group C	Group D	All
1	MALE	31	36	28	34	129
2	FEMALE	19	14	22	16	71
3	Total	50	50	50	50	200



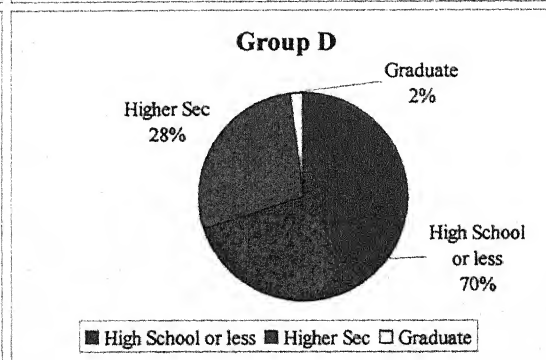
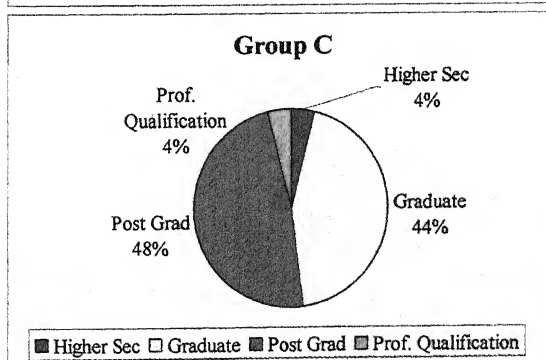
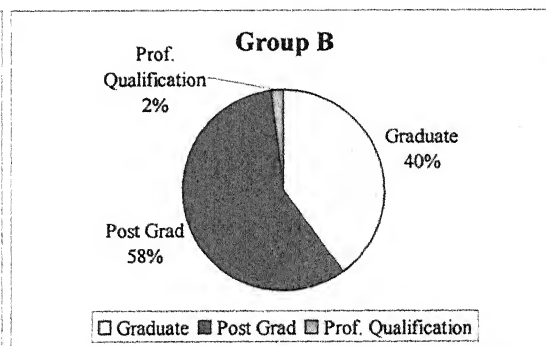
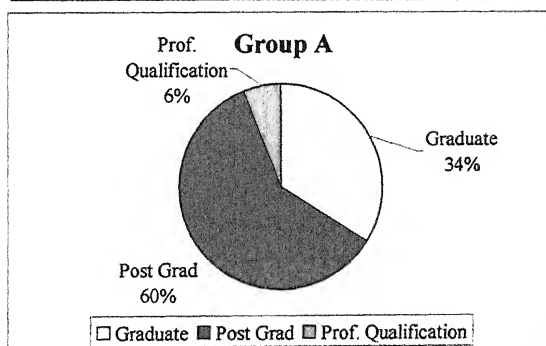
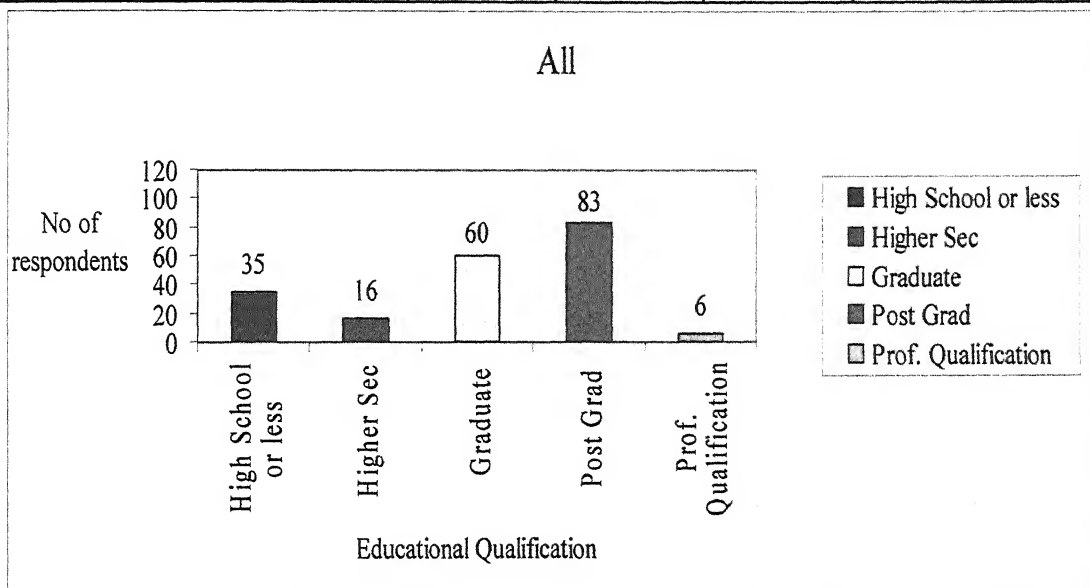
Marital Status

SL.	Marital status	Group A	Group B	Group C	Group D	All
1	Married	47	49	47	45	188
2	Unmarried	3	1	3	5	12
3	Total	50	50	50	50	200



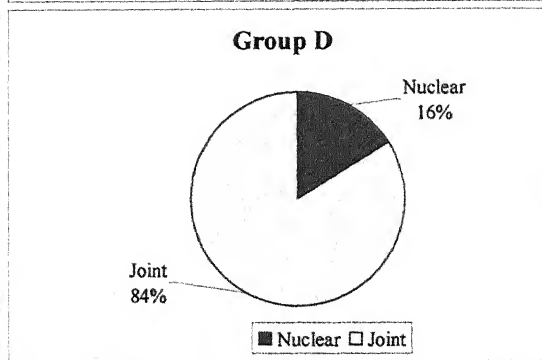
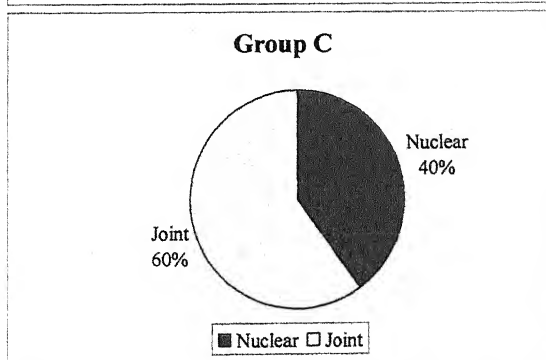
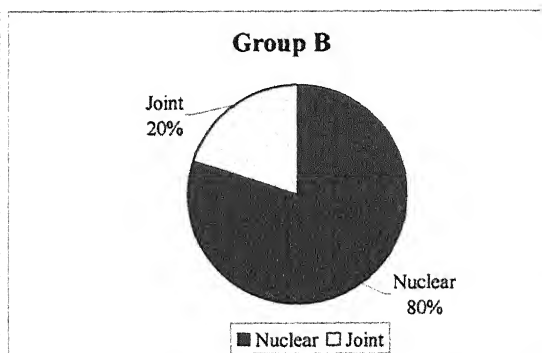
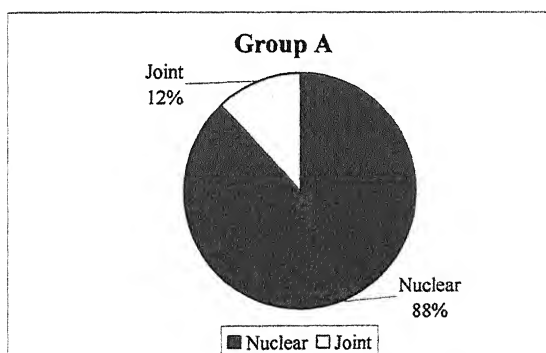
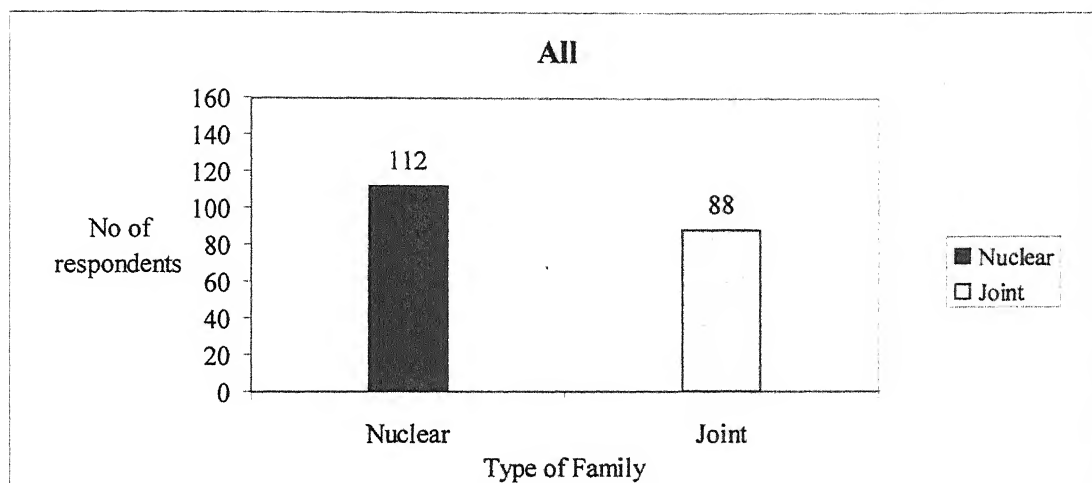
Education Qualification

SL.	Qualification	Group A	Group B	Group C	Group D	All
1	High School or less	0	0	0	35	35
2	Higher secondary	0	0	2	14	16
3	Graduate	17	20	22	1	60
4	Post Graduate	30	29	24	0	83
5	Professional Qualification	3	1	2	0	6
6	Total	50	50	50	50	200



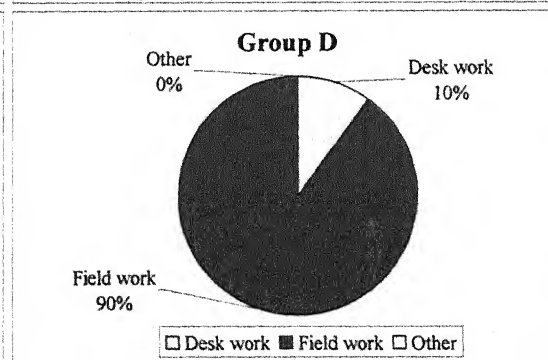
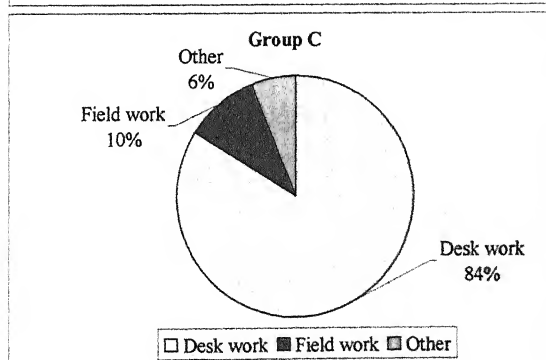
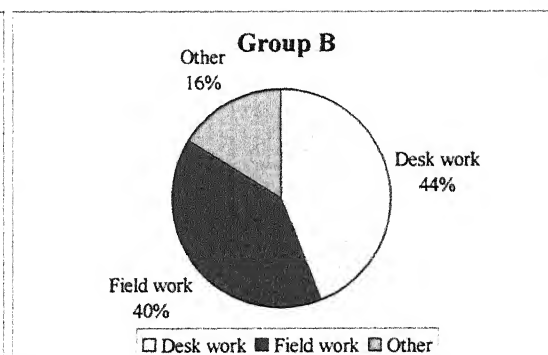
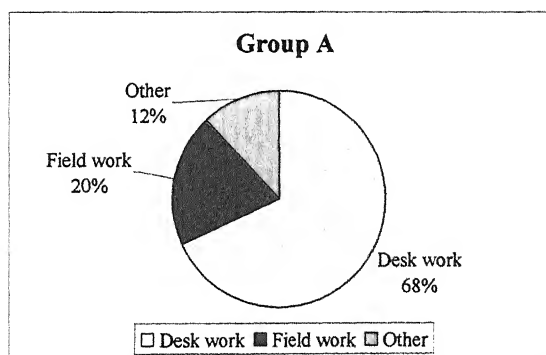
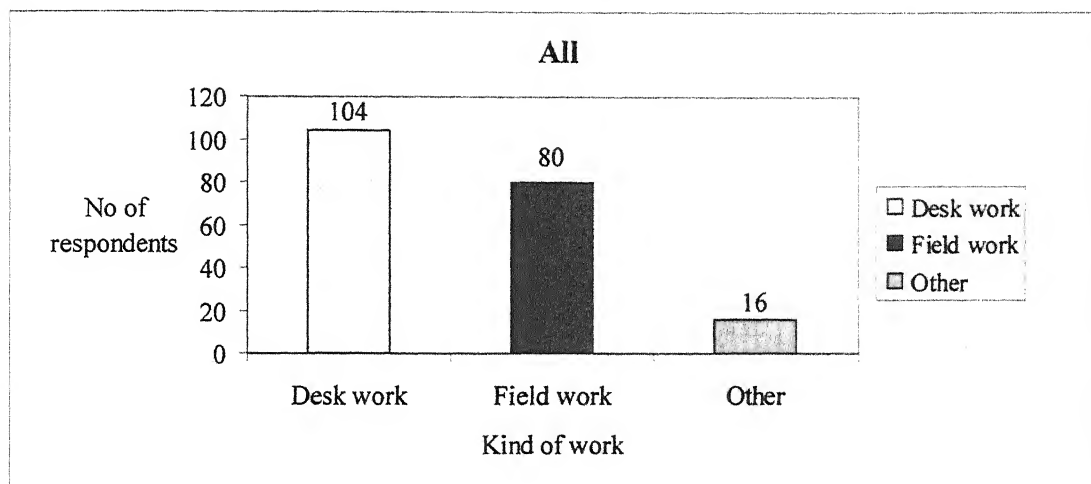
Type of Family

SL.	Type of family	Group A	Group B	Group C	Group D	All
1	Nuclear	44	40	20	8	112
2	Joint	6	10	30	42	88
3	Total	50	50	50	50	200



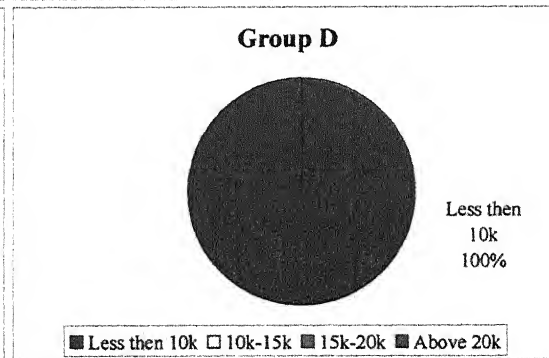
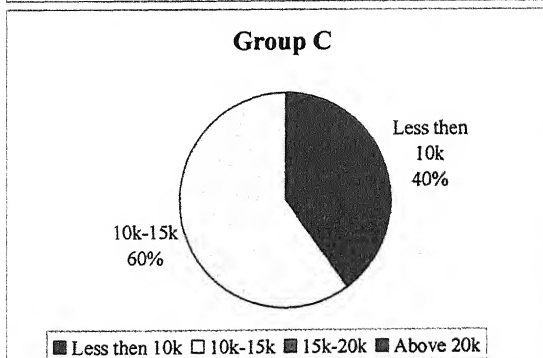
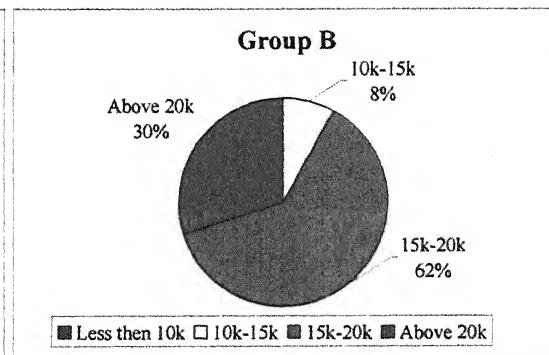
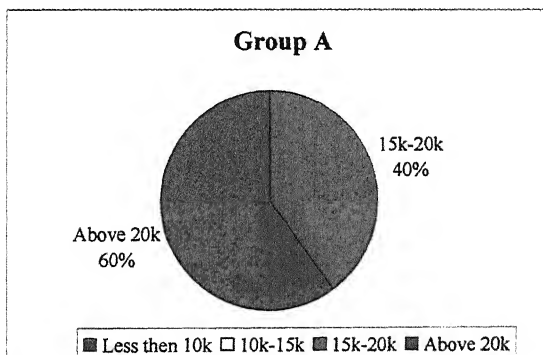
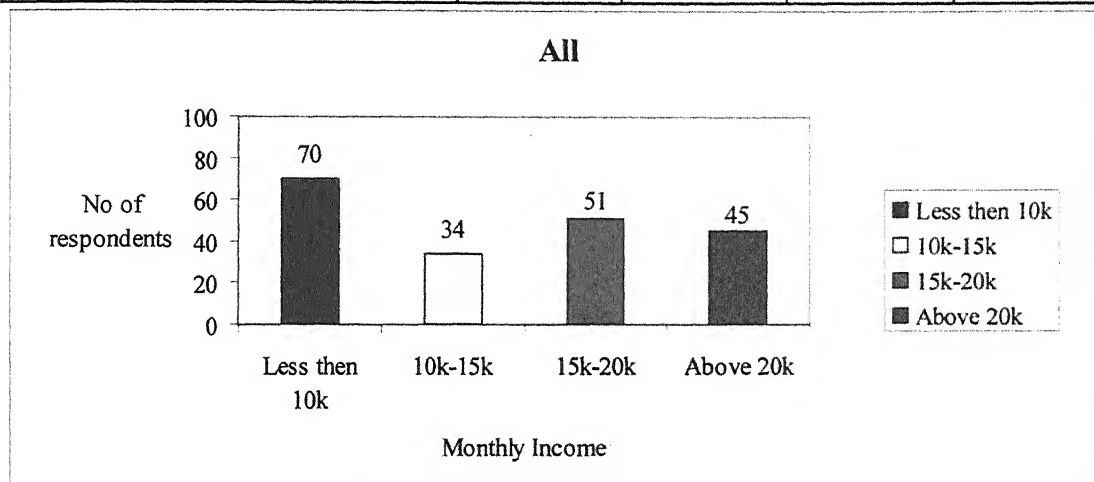
Kind of Work

SL.	Kind of work	Group A	Group B	Group C	Group D	All
1	Desk work	34	22	43	5	104
2	Field work	10	20	5	45	80
3	Other	6	8	2	0	16
4	Total	50	50	50	50	200



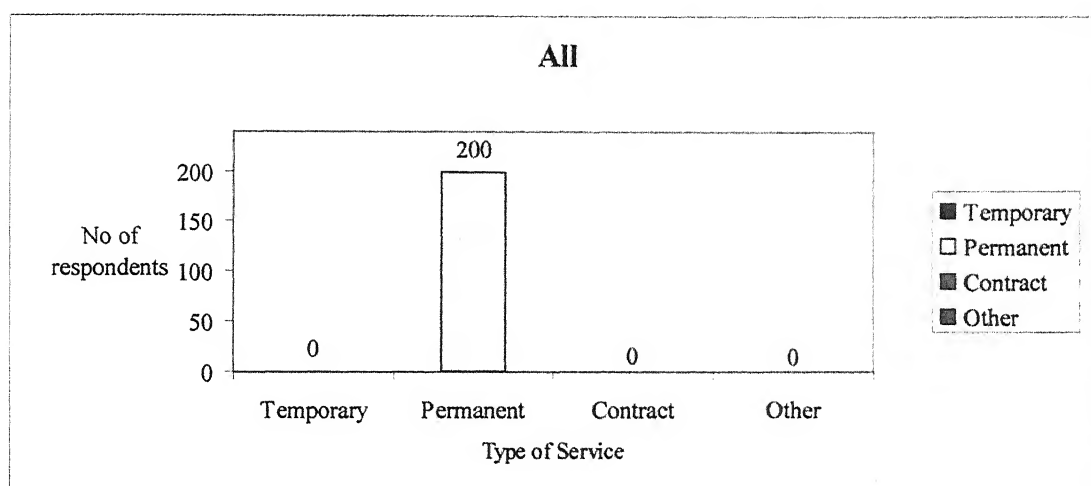
Monthly Income

SL.	Monthly income	Group A	Group B	Group C	Group D	All
1	Less then 10k	0	0	20	50	70
2	10k-15k	0	4	30	0	34
3	15k-20k	20	31	0	0	51
4	Above 20k	30	15	0	0	45
5	Total	50	50	50	50	200

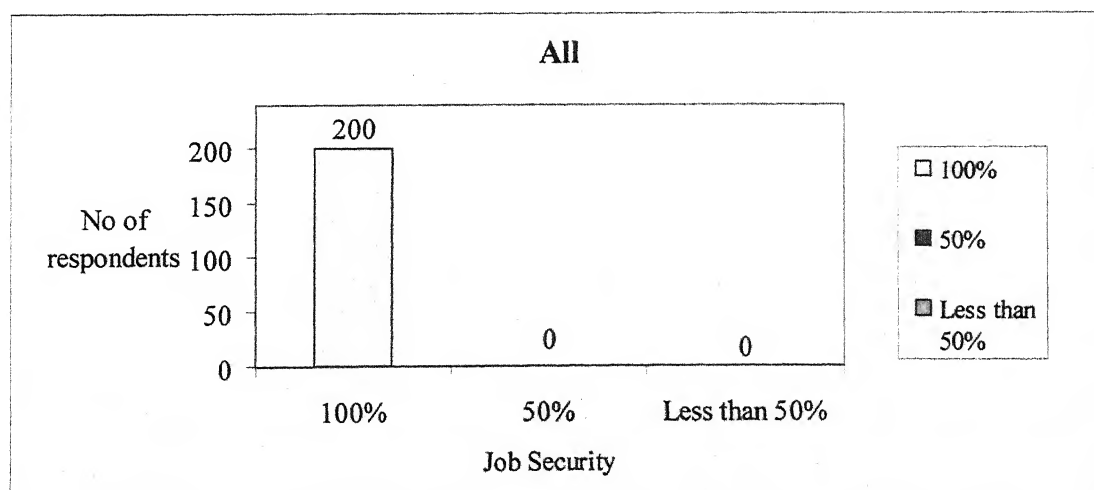


Type of Service

Sl	Type of Service	%Group A	%Group B	%Group C	%Group D	All
1	Temporary	0	0	0	0	0
2	Permanent	50	50	50	50	200
3	Contract	0	0	0	0	0
4	Other	0	0	0	0	0
5	Total	50	50	50	50	200

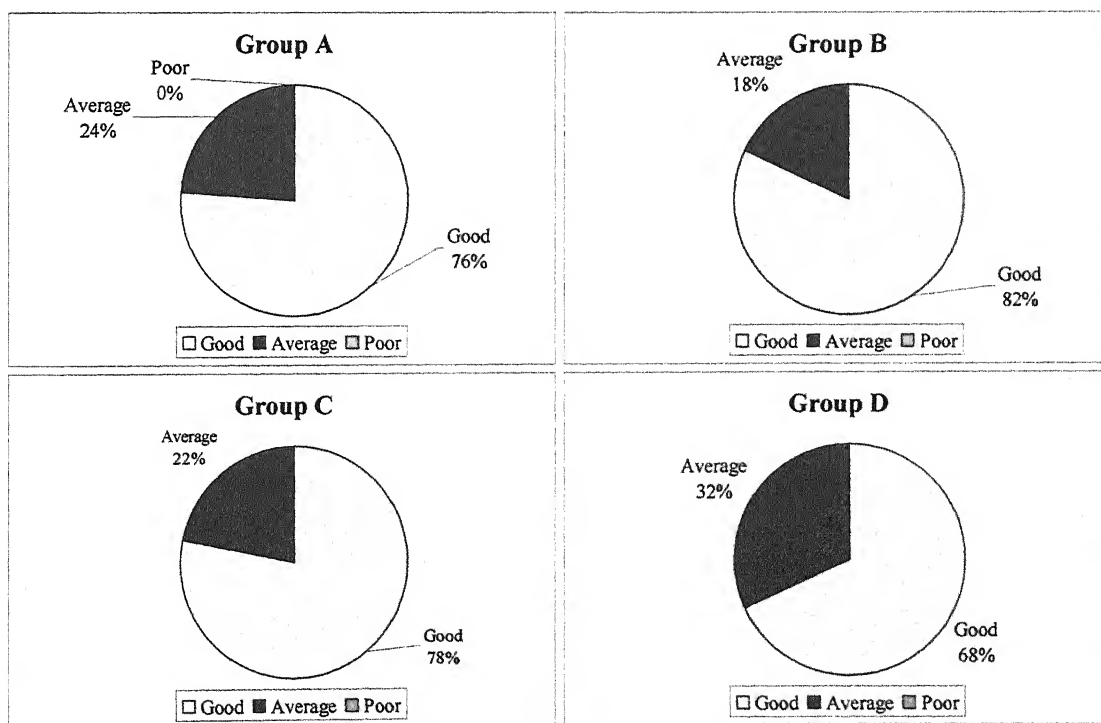
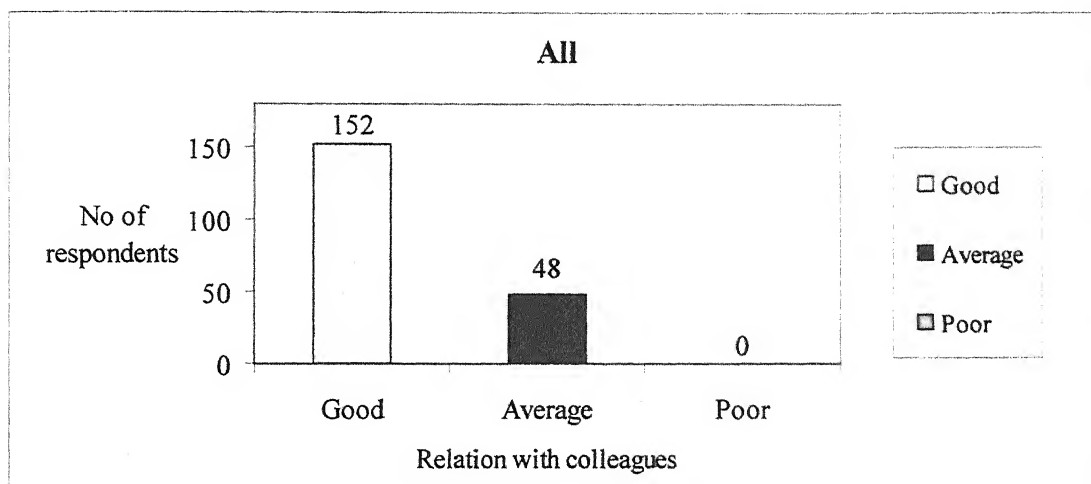
**Job Security**

SL.	Job security	Group A	Group B	Group C	Group D	All
1	100%	50	50	50	50	200
2	50%	0	0	0	0	0
3	Less than 50%	0	0	0	0	0
4	Total	50	50	50	50	200



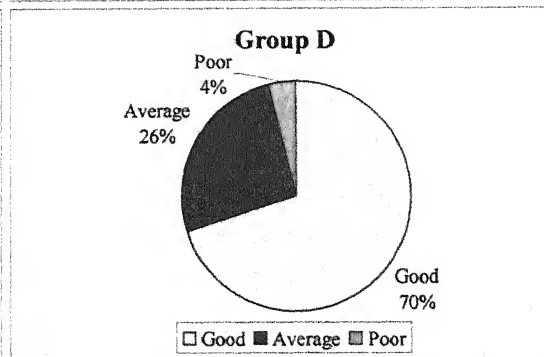
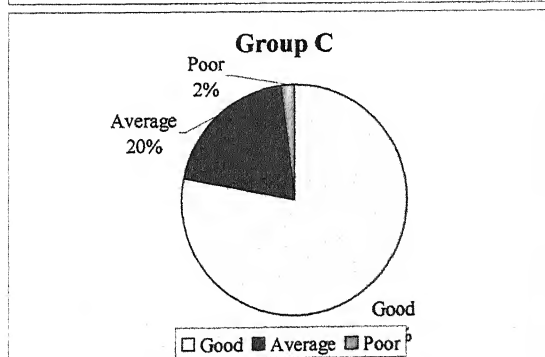
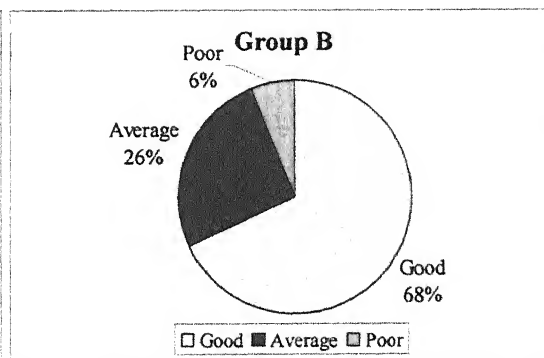
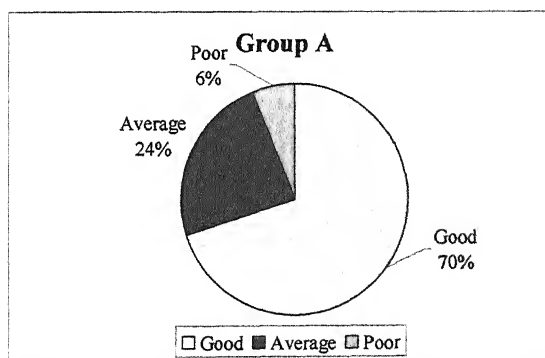
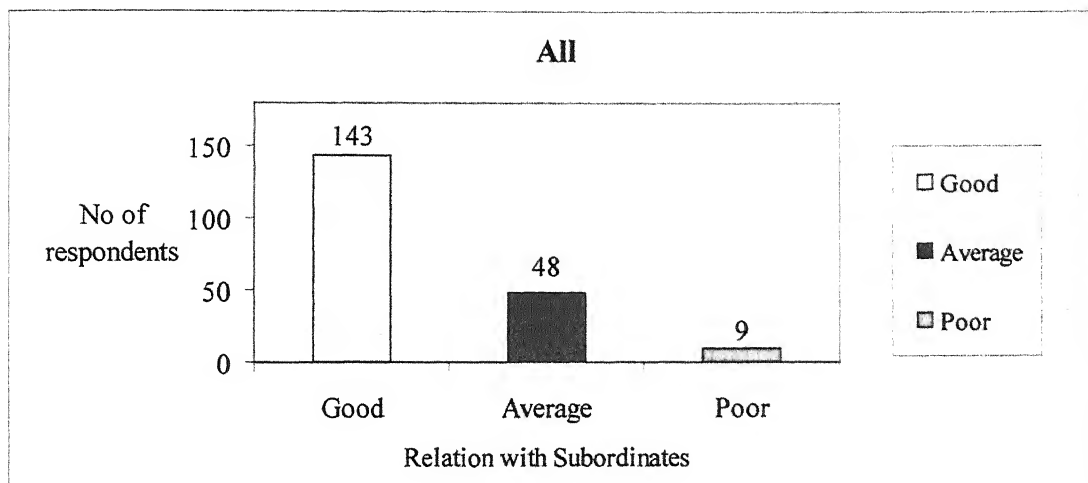
Relation With Colleagues

SL.	Relation with colleague	Group A	Group B	Group C	Group D	All
1	Good	38	41	39	34	152
2	Average	12	9	11	16	48
3	Poor	0	0	0	0	0
4	Total	50	50	50	50	200



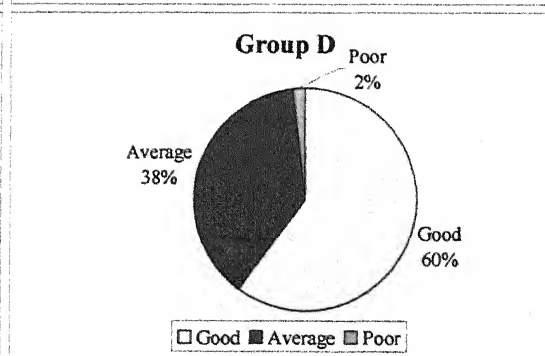
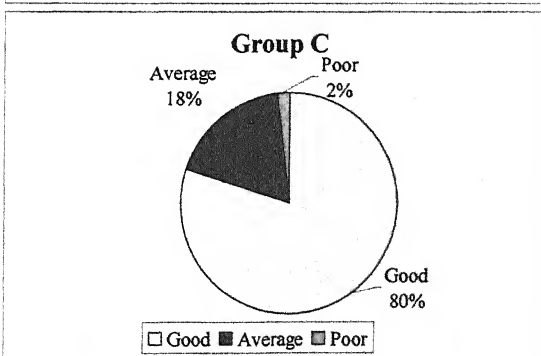
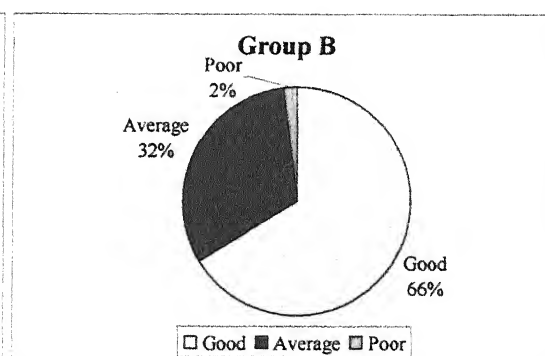
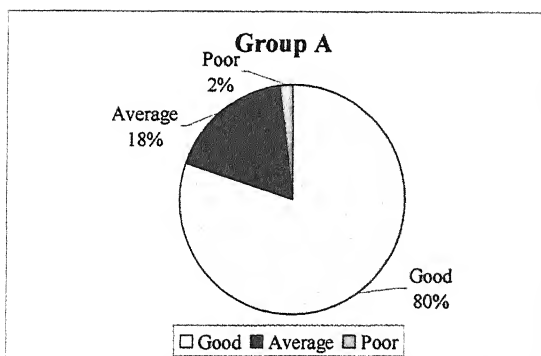
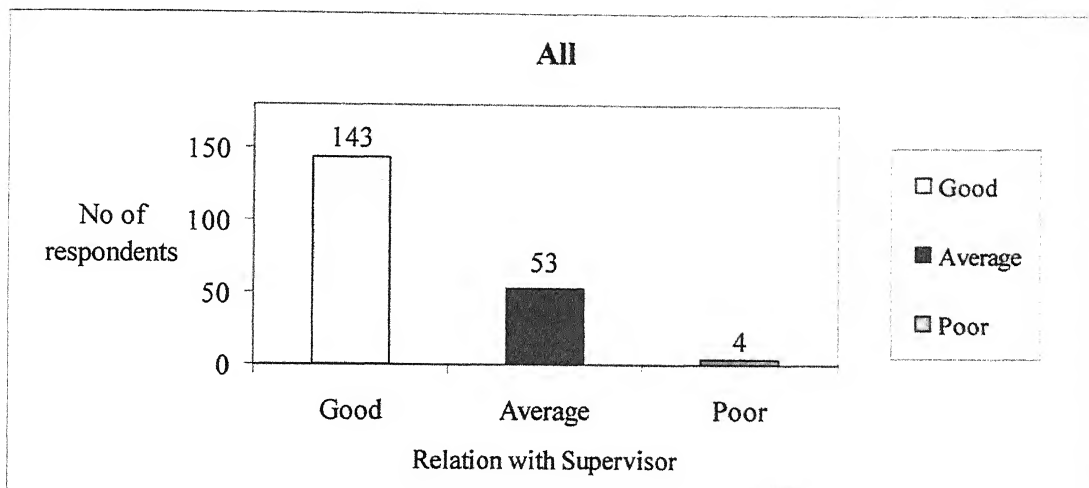
Relation With Subordinate

SL.	Relation with Subordinate	Group A	Group B	Group C	Group D	All
1	Good	35	34	39	35	143
2	Average	12	13	10	13	48
3	Poor	3	3	1	2	9
4	Total	50	50	50	50	200



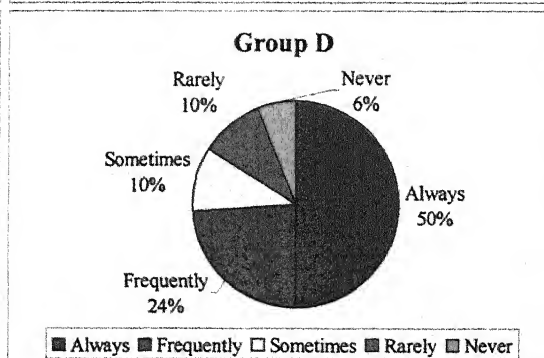
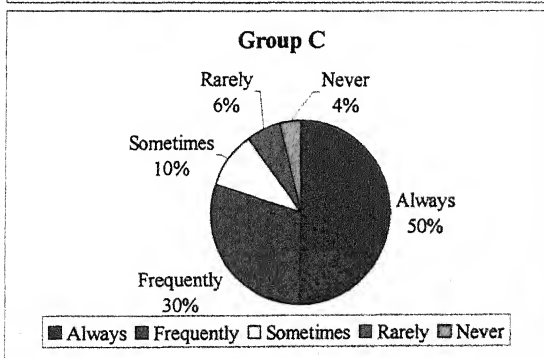
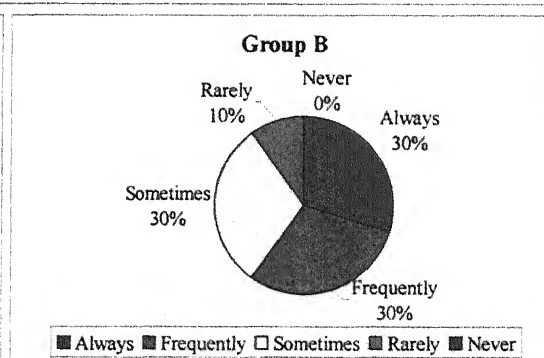
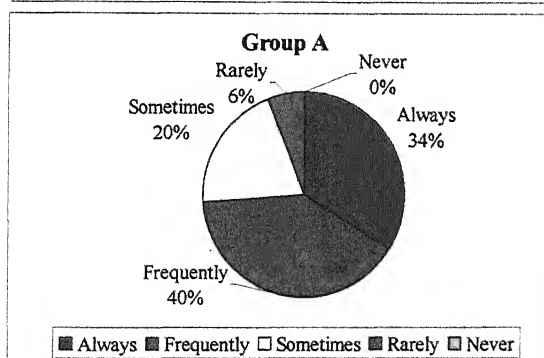
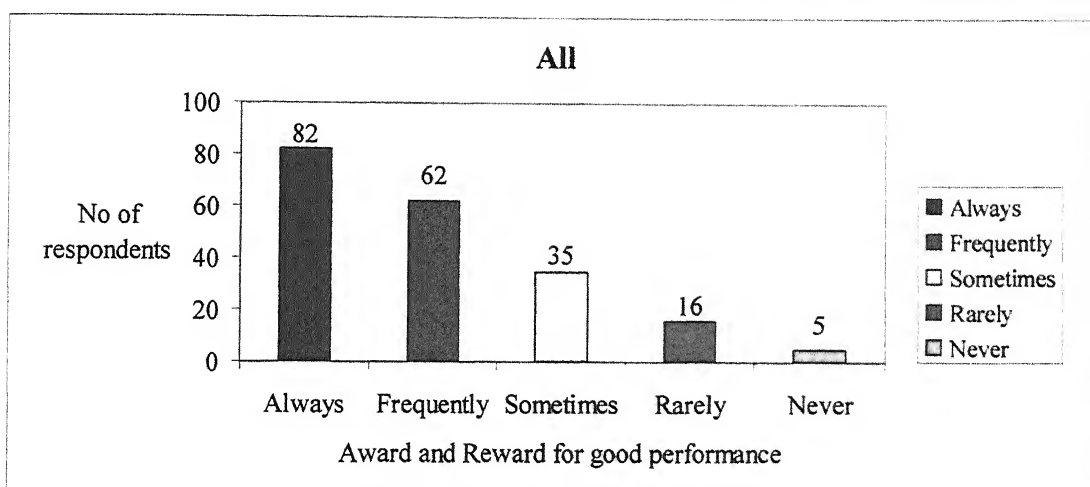
Relation with Supervisor

SL.	Relation with Supervisor	Group A	Group B	Group C	Group D	All
1	Good	40	33	40	30	143
2	Average	9	16	9	19	53
3	Poor	1	1	1	1	4
4	Total	50	50	50	50	200



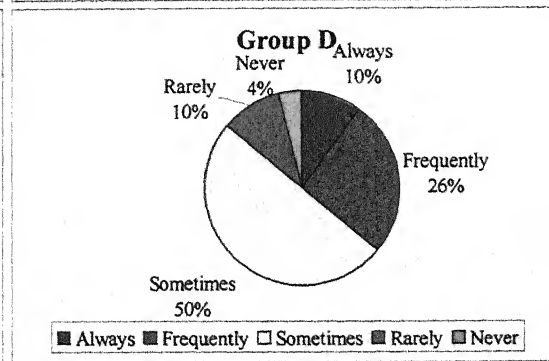
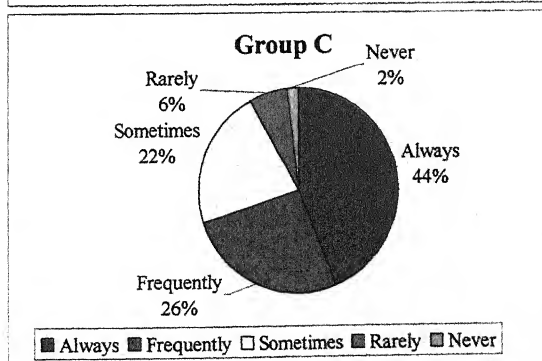
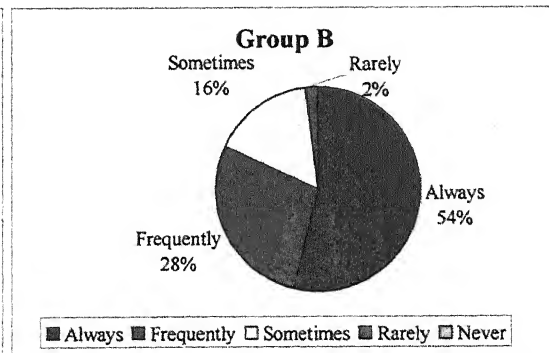
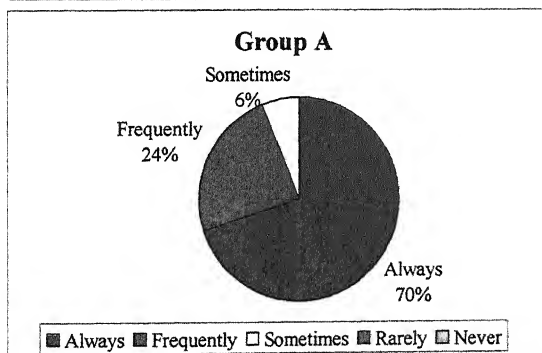
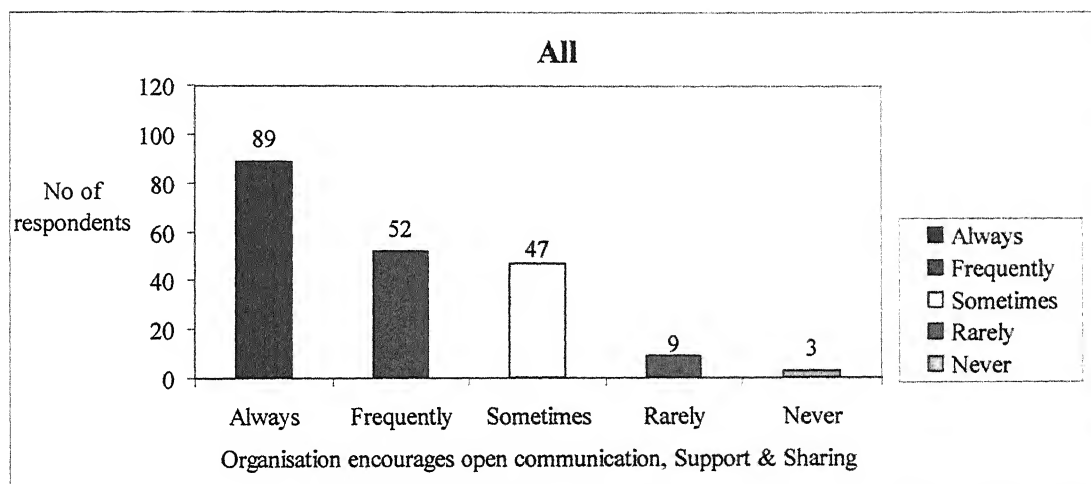
Awards And Rewards For Good Works Are Given To Employees

SL.	Award & reward for good work	Group A	Group B	Group C	Group D	All
1	Always	17	15	25	25	82
2	Frequently	20	15	15	12	62
3	Sometime	10	15	5	5	35
4	Rarely	3	5	3	5	16
5	Never	0	0	2	3	5
6	Total	50	50	50	50	200



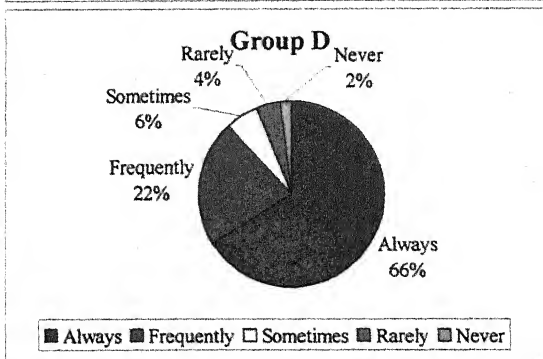
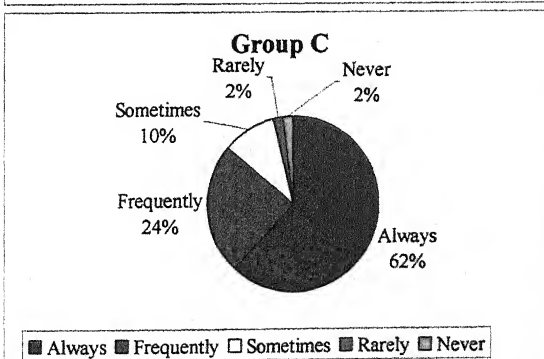
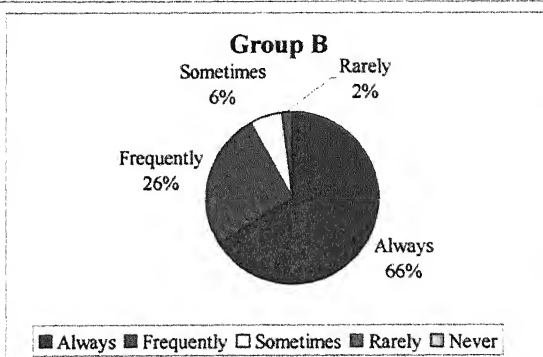
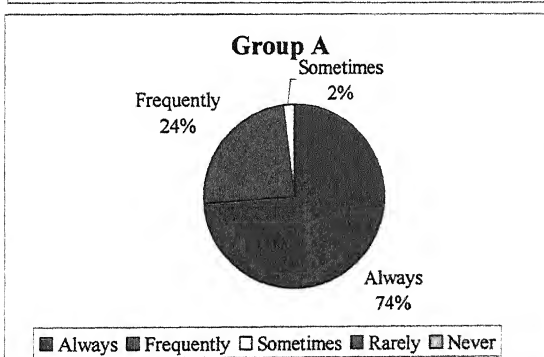
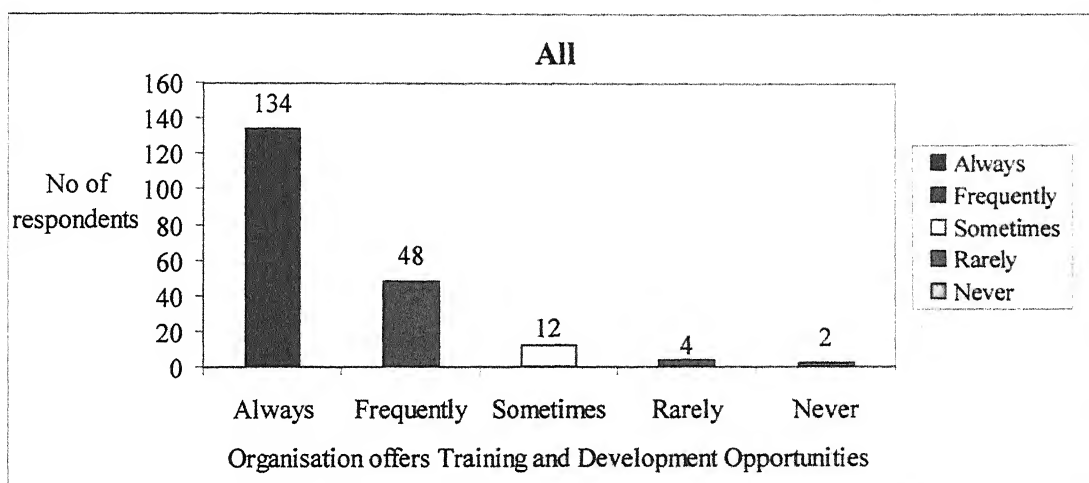
Organization Encourages Open Communication, Support and Sharing

SL.	Open Communication, Support And Sharing	Group A	Group B	Group C	Group D	All
1	Always	35	27	22	5	89
2	Frequently	12	14	13	13	52
3	Sometimes	3	8	11	25	47
4	Rarely	0	1	3	5	9
5	Never	0	0	1	2	3
6	Total	50	50	50	50	200



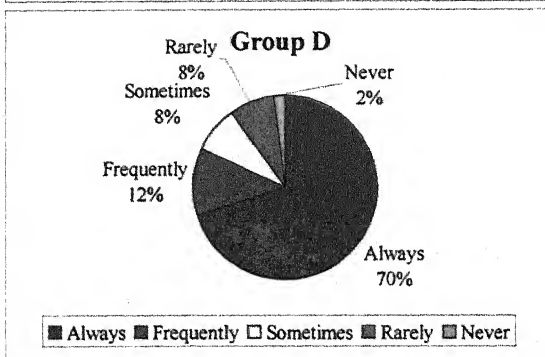
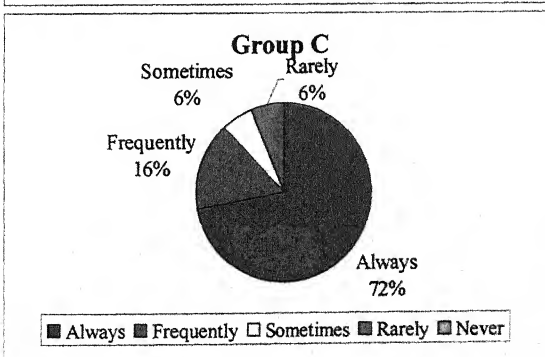
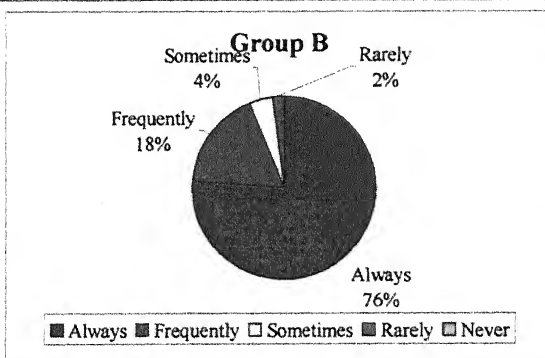
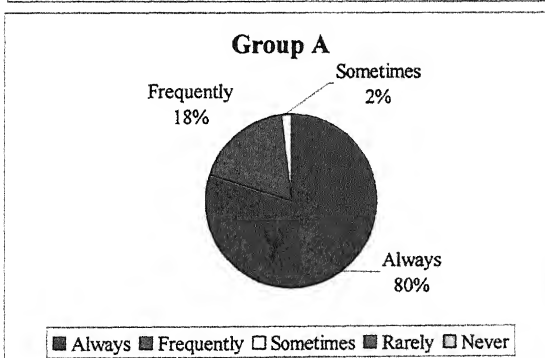
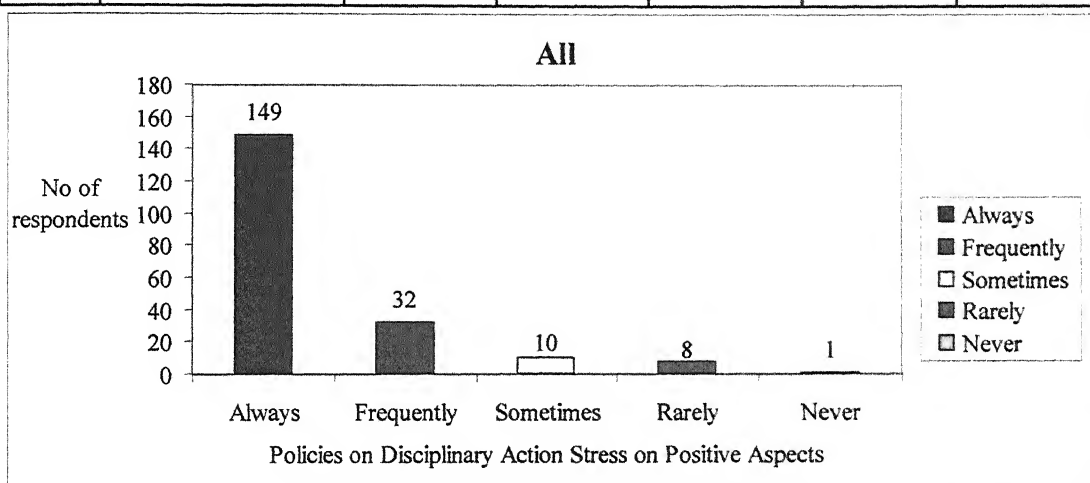
Organization Offers Training and Development Opportunities

SL.	Training And Development Opportunities	Group A	Group B	Group C	Group D	All
1	Always	37	33	31	33	134
2	Frequently	12	13	12	11	48
3	Sometimes	1	3	5	3	12
4	Rarely	0	1	1	2	4
5	Never	0	0	1	1	2
6	Total	50	50	50	50	200



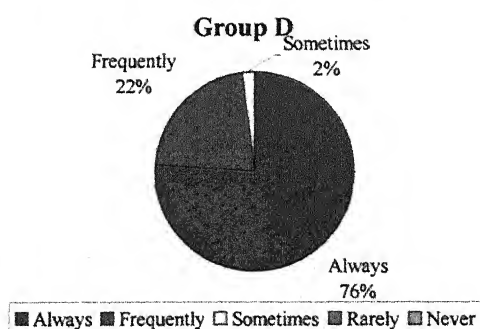
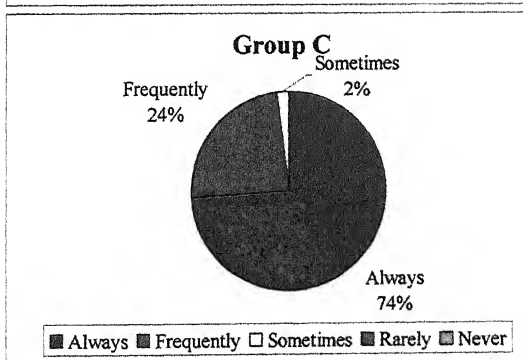
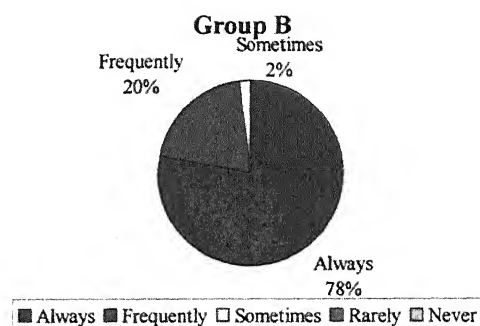
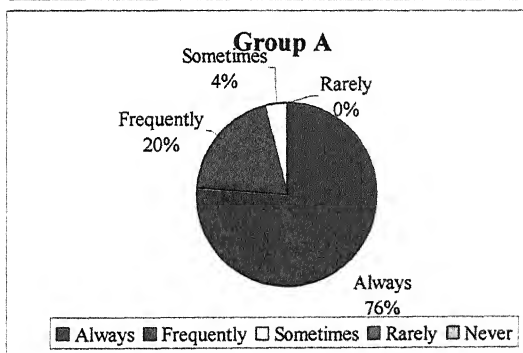
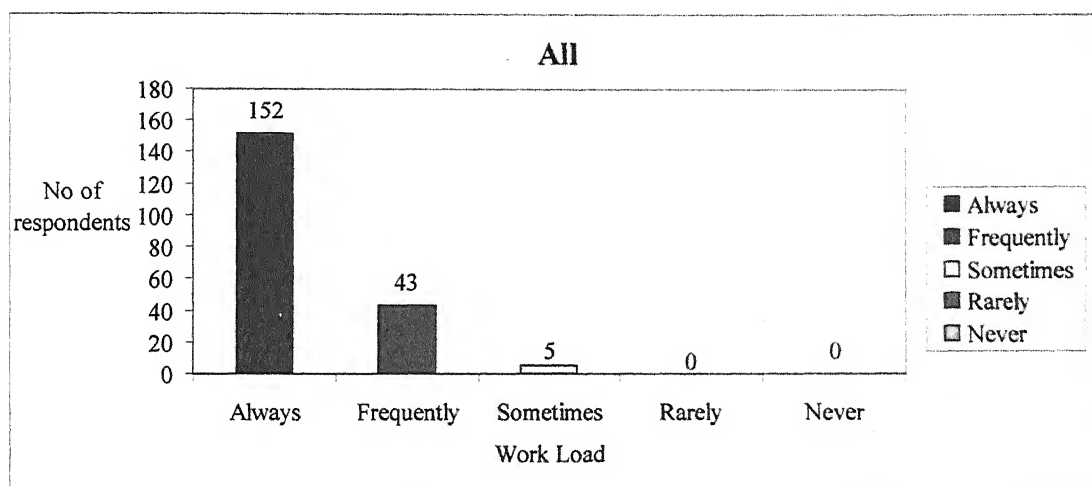
Policies on Disciplinary Action Stress on Positive Aspects of Discipline

SL.	Policies on disciplinary action	Group A	Group B	Group C	Group D	All
1	Always	40	38	36	35	149
2	Frequently	9	9	8	6	32
3	Sometimes	1	2	3	4	10
4	Rarely	0	1	3	4	8
5	Never	0	0	0	1	1
6	Total	50	50	50	50	200



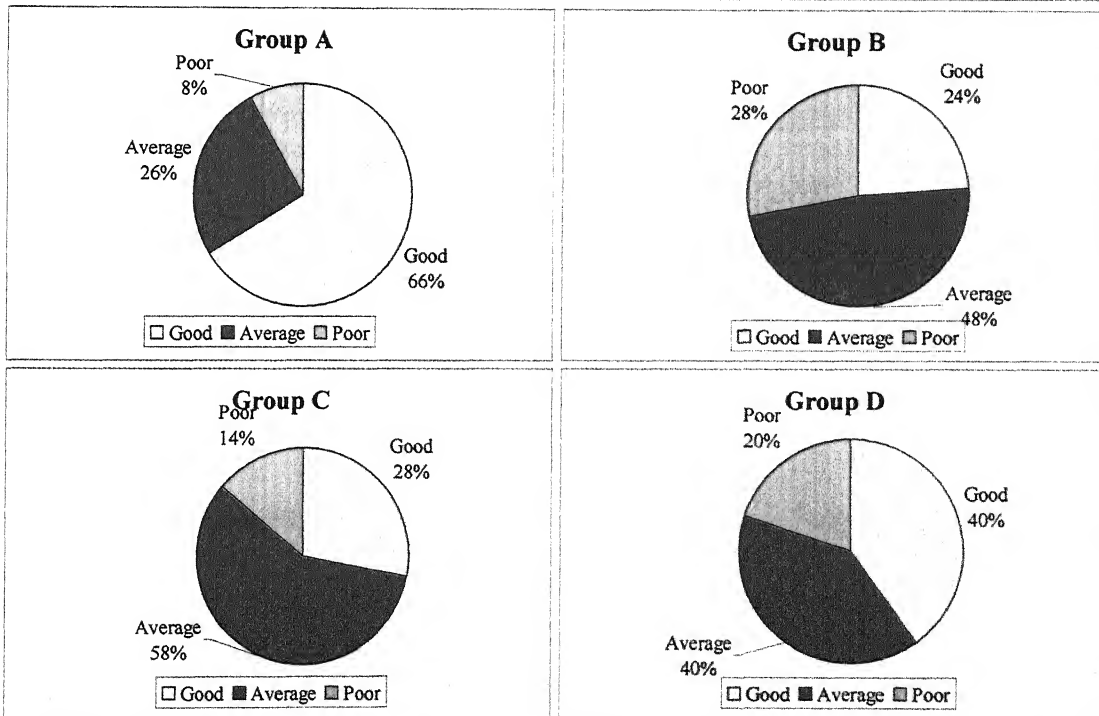
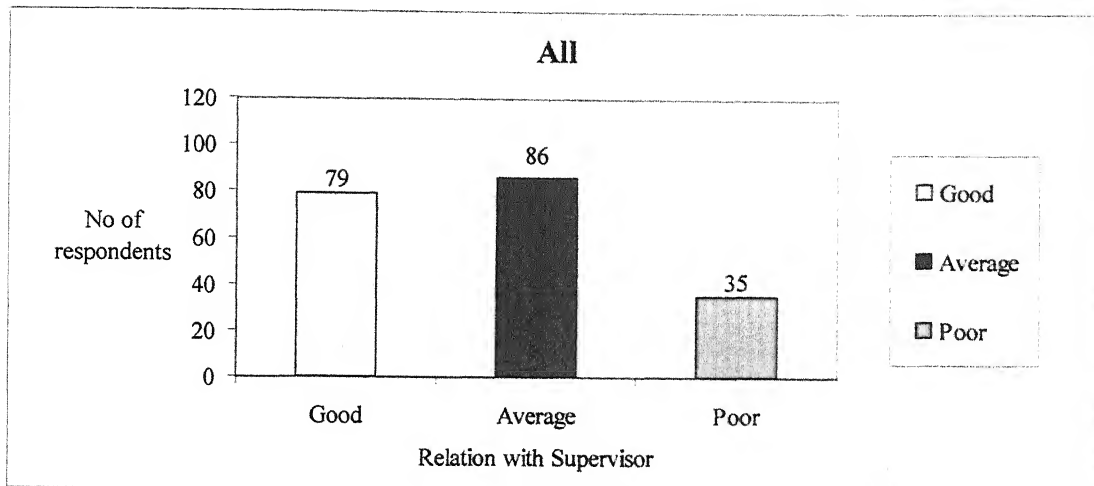
Work Load

SL.	Work load	Group A	Group B	Group C	Group D	All
1	Always	38	39	37	38	152
2	Frequently	10	10	12	11	43
3	Sometimes	2	1	1	1	5
4	Rarely	0	0	0	0	0
5	Never	0	0	0	0	0
6	Total	50	50	50	50	200



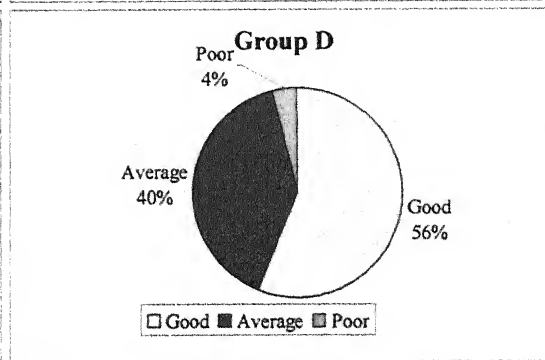
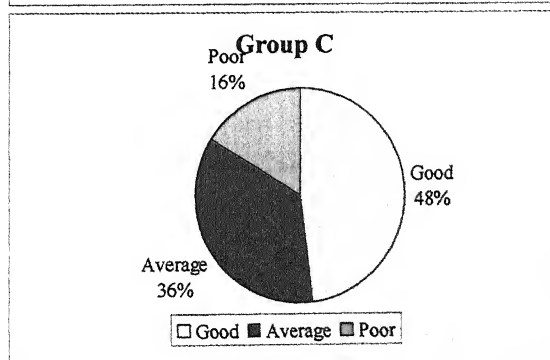
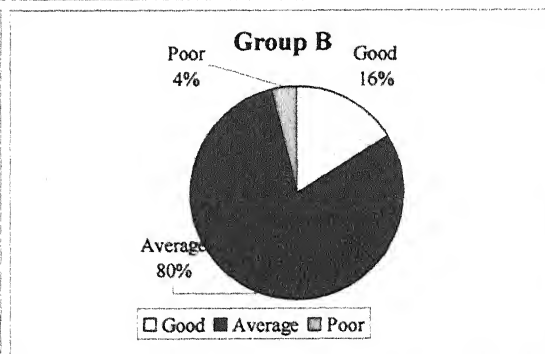
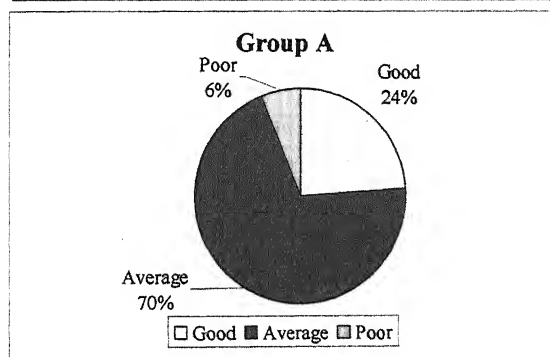
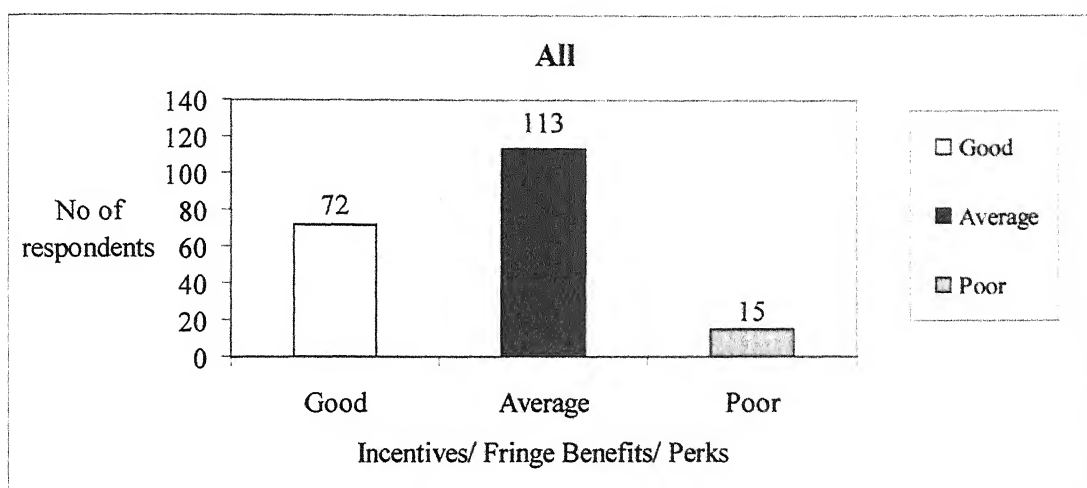
Career Prospects in railway

SL.	Career Prospects	Group A	Group B	Group C	Group D	All
1	Good	33	12	14	20	79
2	Average	13	24	29	20	86
3	Poor	4	14	7	10	35
4	Total	50	50	50	50	200



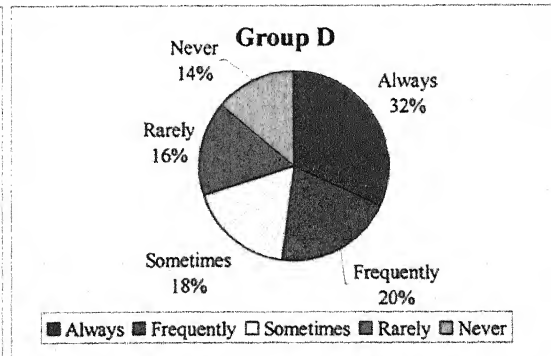
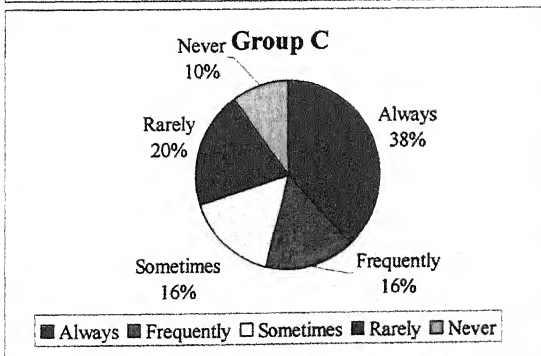
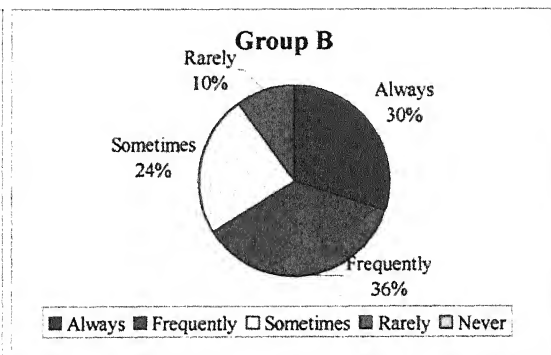
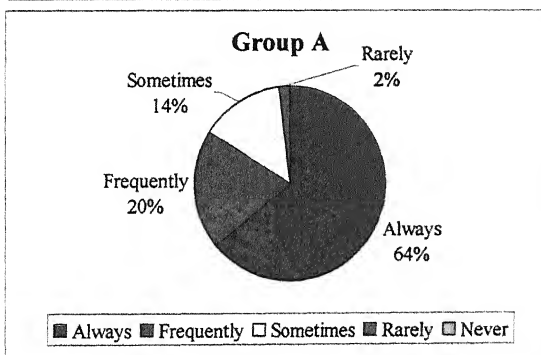
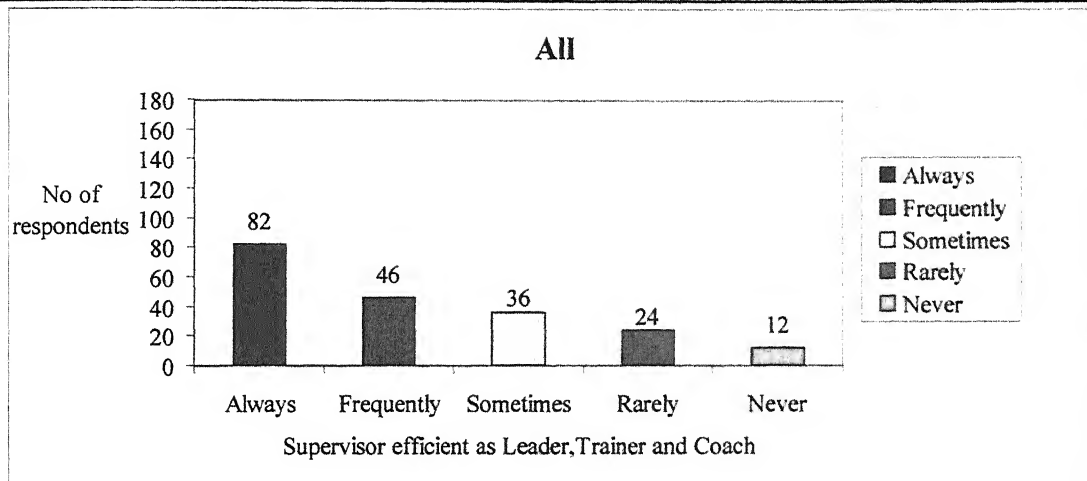
Incentives/ Fringe Benefits/ Perks

SL.	Incentives/Fringe Benefits/Perks	Group A	Group B	Group C	Group D	All
1	Good	12	8	24	28	72
2	Average	35	40	18	20	113
3	Poor	3	2	8	2	15
4	Total	50	50	50	50	200



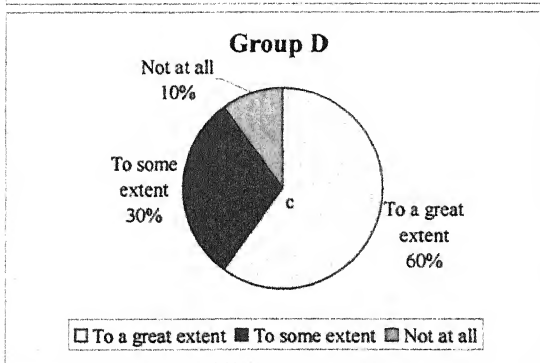
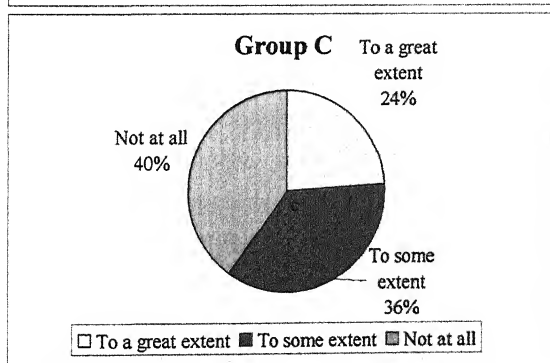
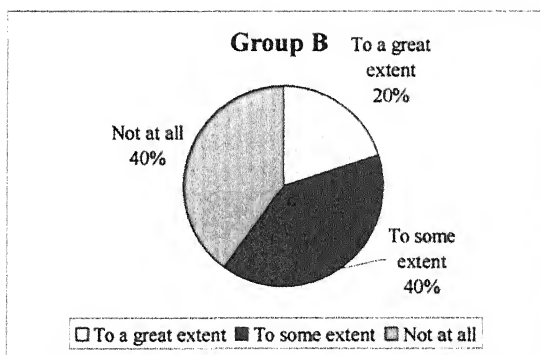
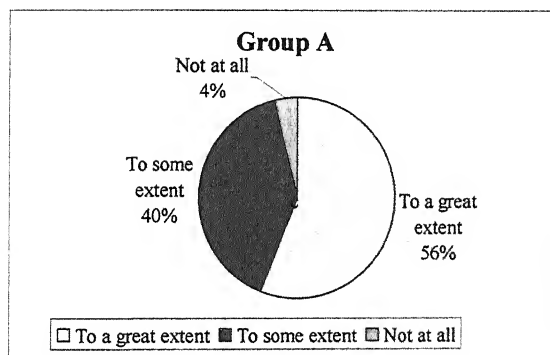
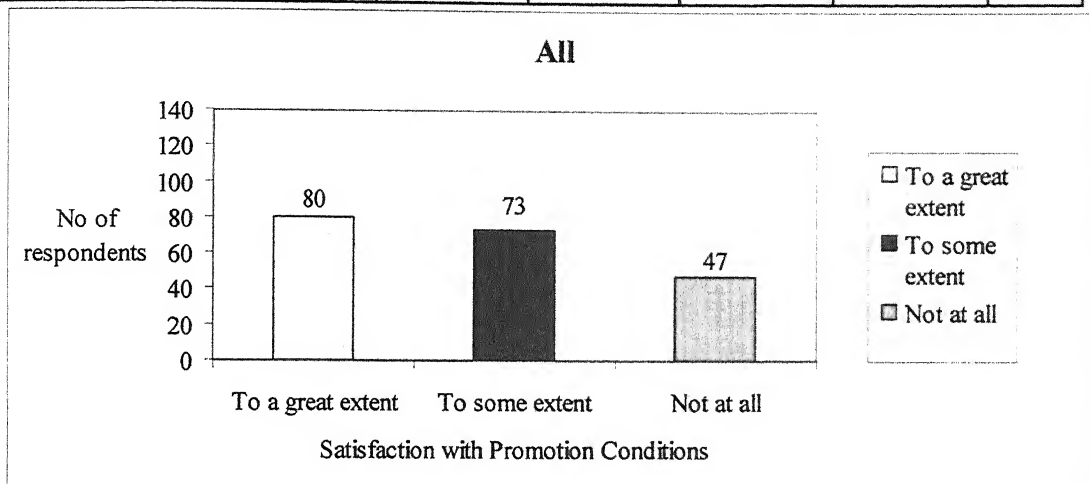
Supervisor acts Efficiently as Leader, Trainer and Coach

SL.	Supervisor efficient as leader trainer coach	Group A	Group B	Group C	Group D	All
1	Always	32	15	19	16	82
2	Frequently	10	18	8	10	46
3	Sometimes	7	12	8	9	36
4	Rarely	1	5	10	8	24
5	Never	0	0	5	7	12
6	Total	50	50	50	50	200



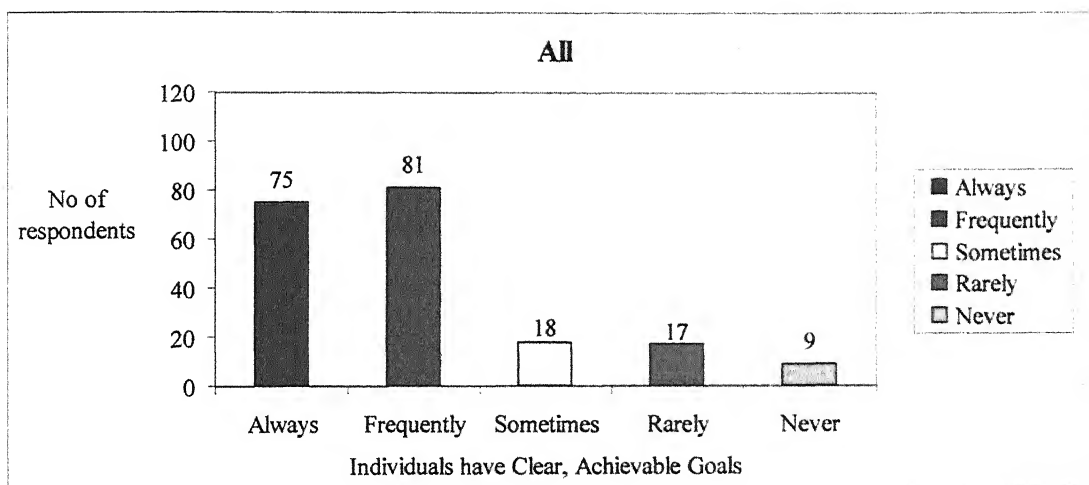
Satisfaction with the Promotion Conditions

SL.	Satisfaction with the promotion conditions	Group A	Group B	Group C	Group D	All
1	To a great extent	28	10	12	30	80
2	To some extent	20	20	18	15	73
3	Not at all	2	20	20	5	47
4	Total	50	50	50	50	200

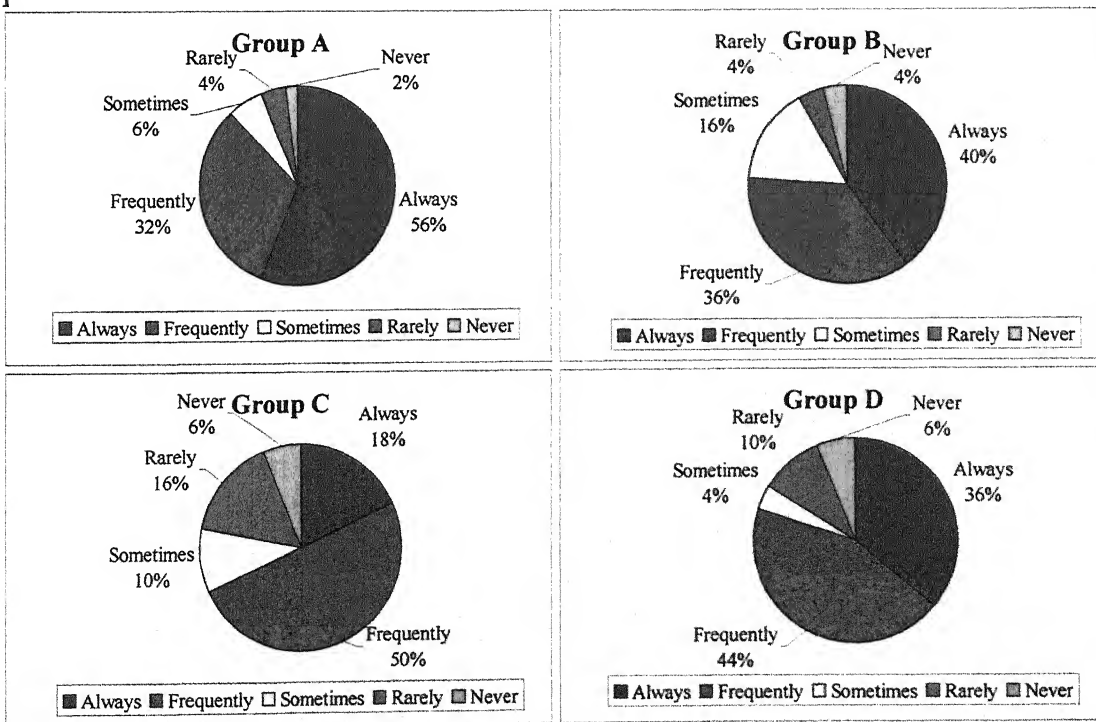


Individuals Have Clear, Achievable Goals

SL.	Individuals have achievable goals	Group A	Group B	Group C	Group D	All
1	Always	28	20	9	18	75
2	Frequently	16	18	25	22	81
3	Sometimes	3	8	5	2	18
4	Rarely	2	2	8	5	17
5	Never	1	2	3	3	9
6	Total	50	50	50	50	200

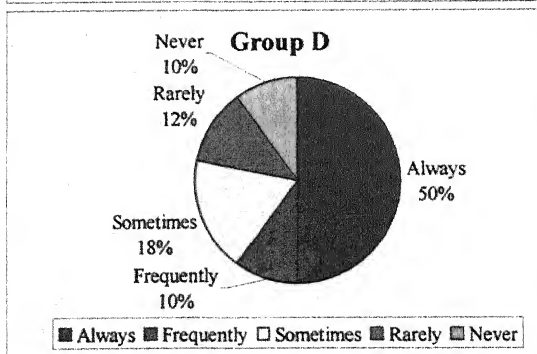
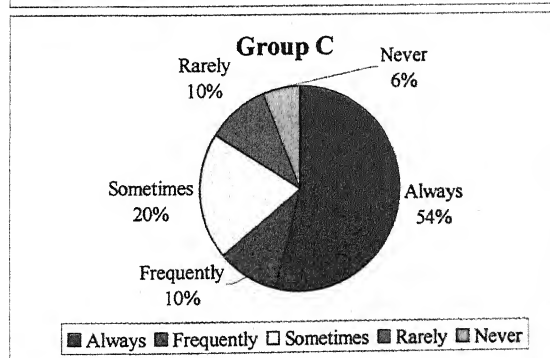
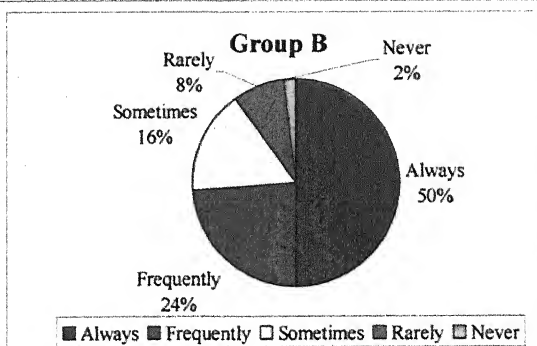
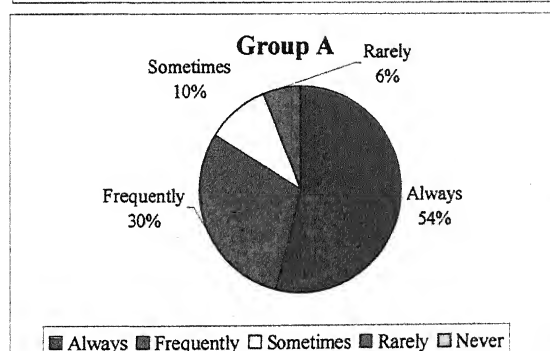
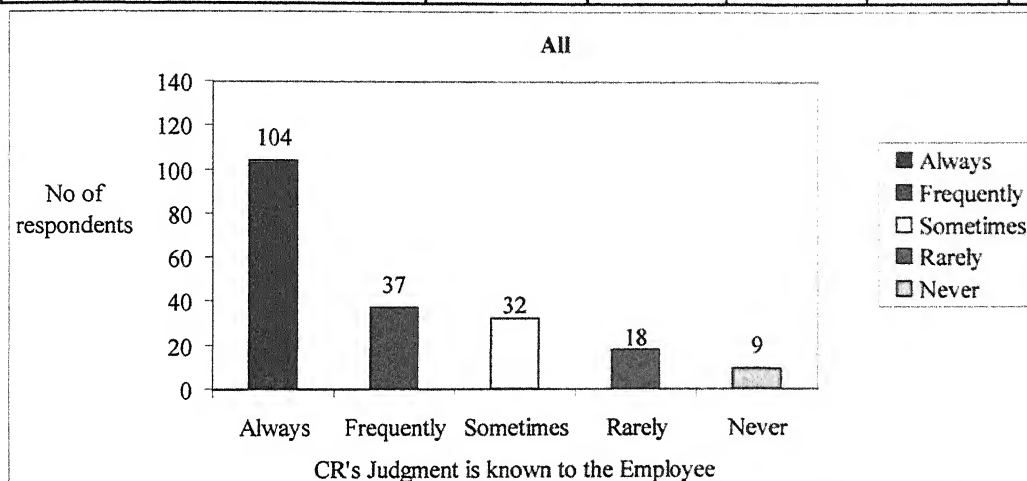


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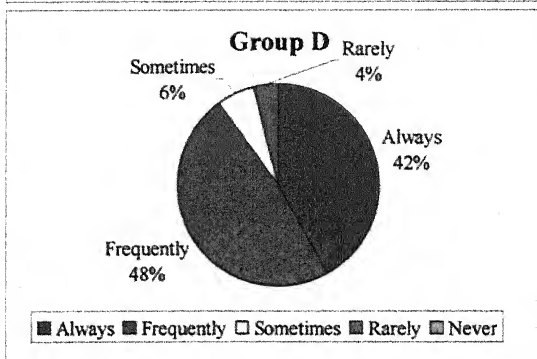
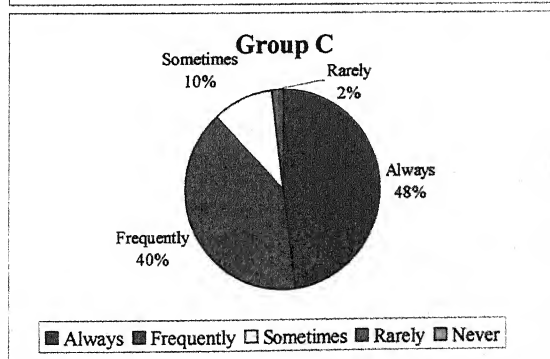
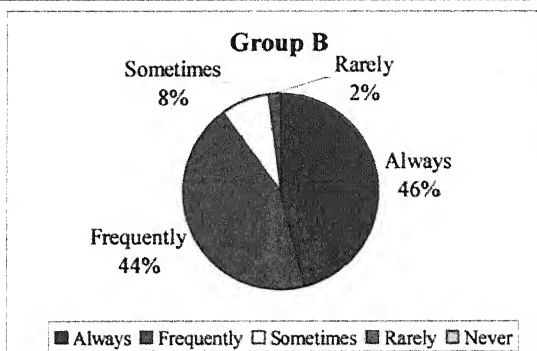
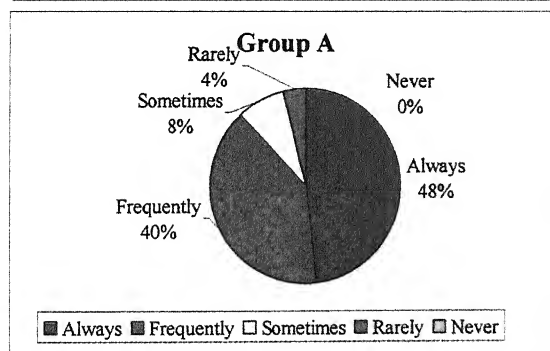
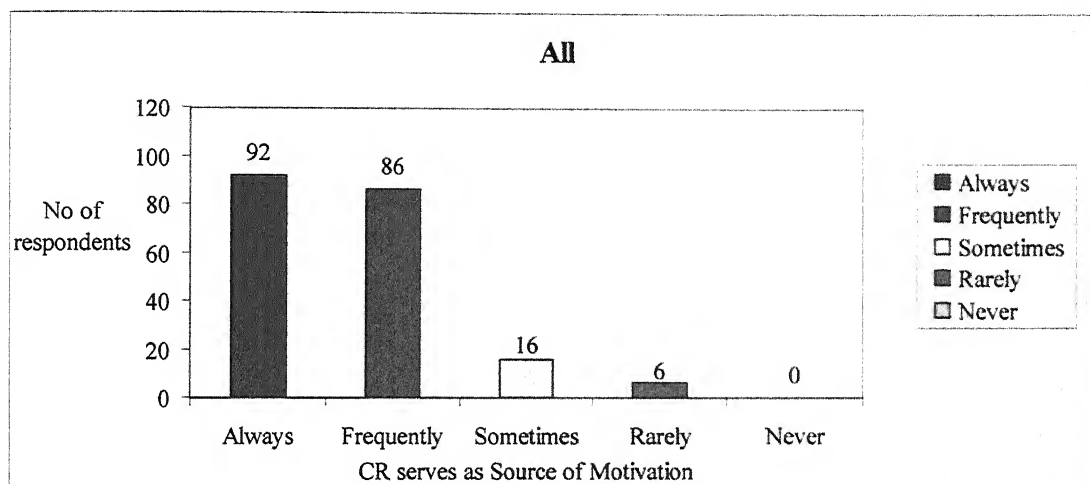
Confidential Report's Judgement is Known to the Employee

SL.	C R judgment known to the employee	Group A	Group B	Group C	Group D	All
1	Always	27	25	27	25	104
2	Frequently	15	12	5	5	37
3	Sometimes	5	8	10	9	32
4	Rarely	3	4	5	6	18
5	Never	0	1	3	5	9
6	Total	50	50	50	50	200



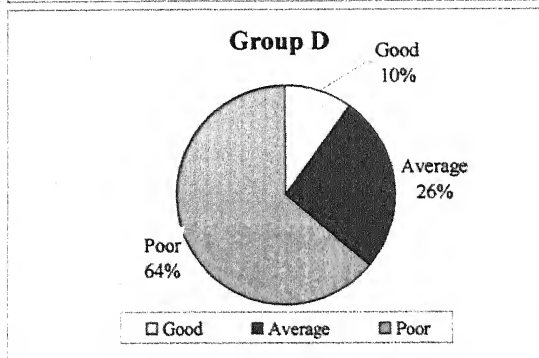
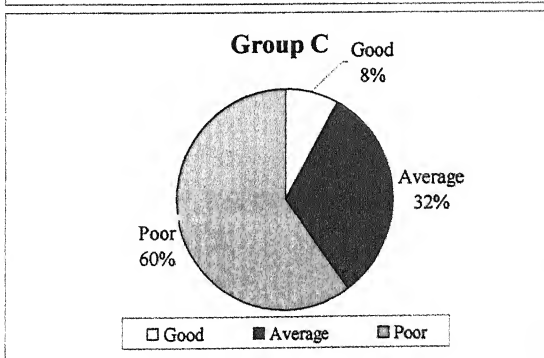
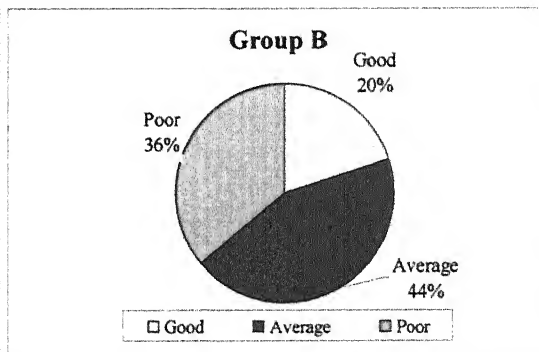
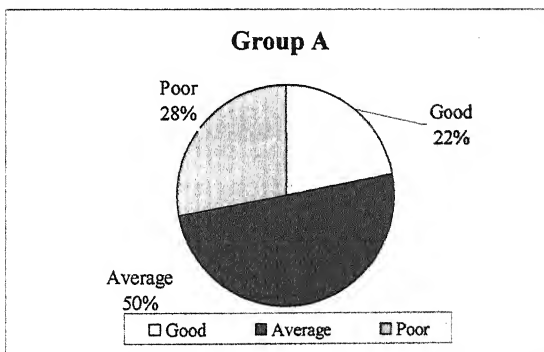
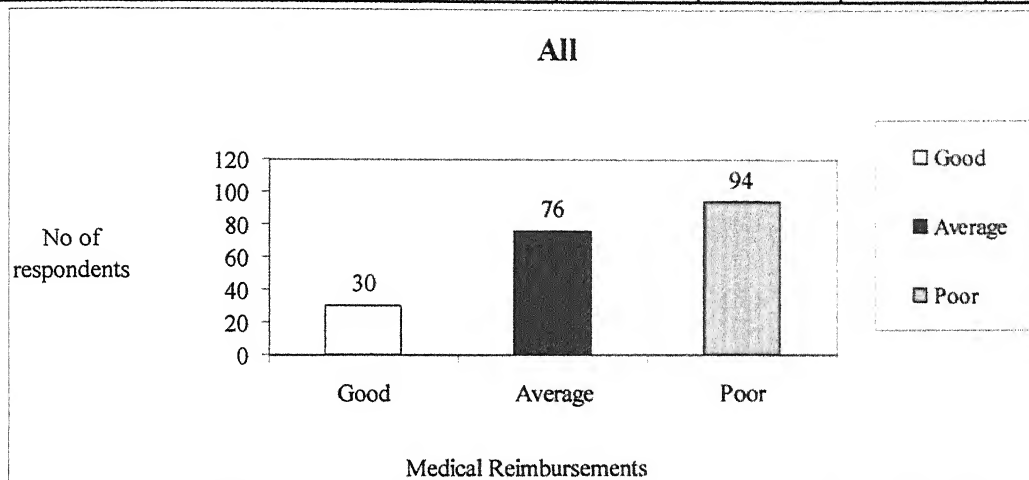
Confidential Report Serves As Source Of Motivation

SL.	C R As a source of motivation	Group A	Group B	Group C	Group D	All
1	Always	24	23	24	21	92
2	Frequently	20	22	20	24	86
3	Sometimes	4	4	5	3	16
4	Rarely	2	1	1	2	6
5	Never	0	0	0	0	0
6	Total	50	50	50	50	200



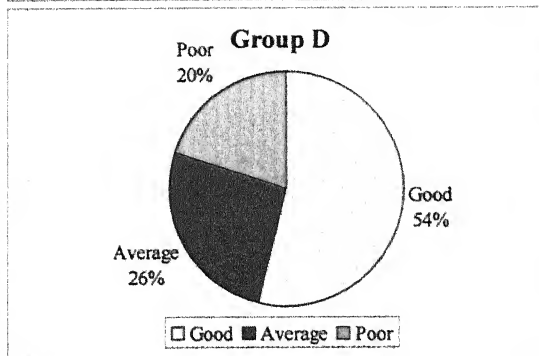
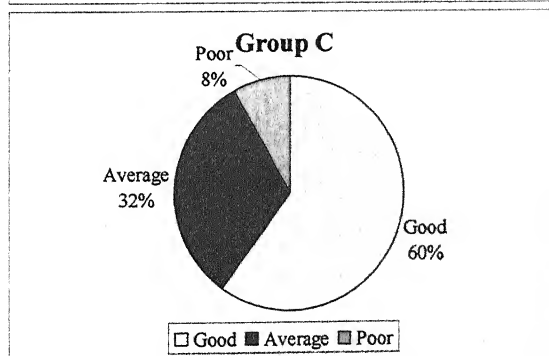
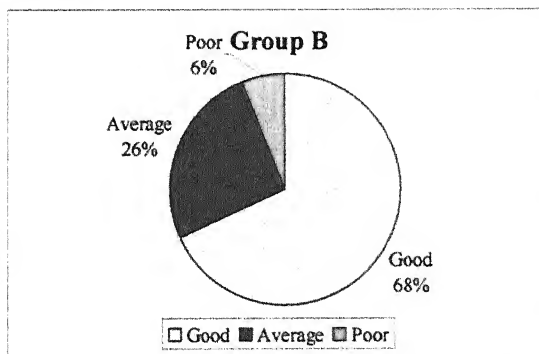
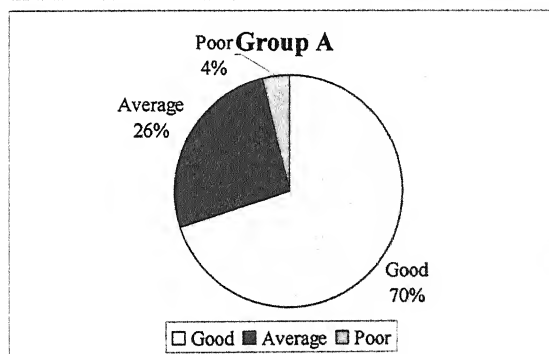
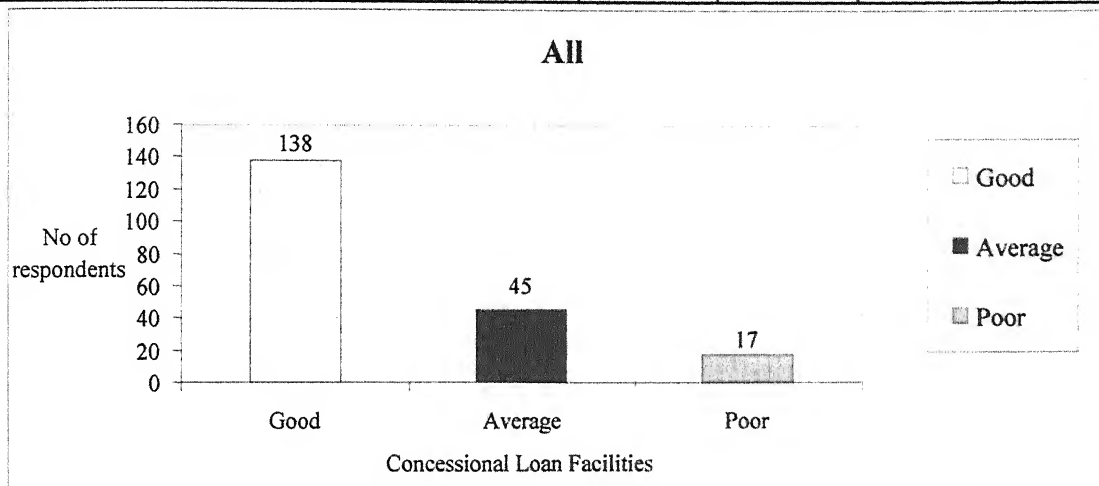
Medical Reimbursements

SL.	Medical Reimbursements	Group A	Group B	Group C	Group D	All
1	Good	11	10	4	5	30
2	Average	25	22	16	13	76
3	Poor	14	18	30	32	94
4	Total	50	50	50	50	200



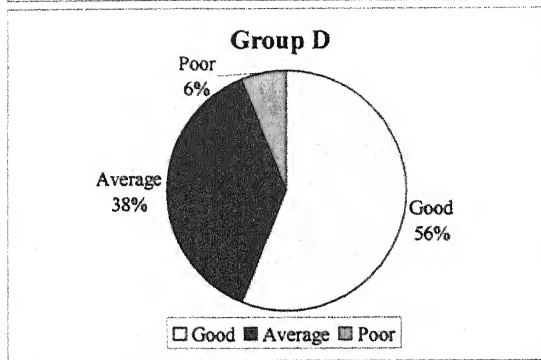
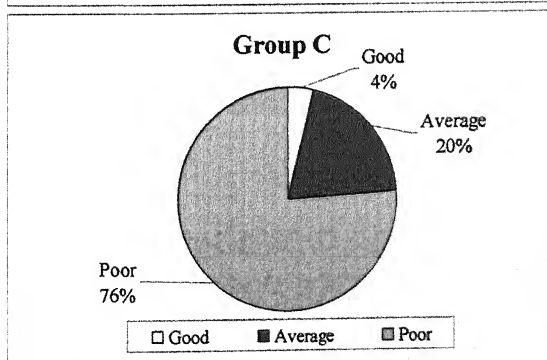
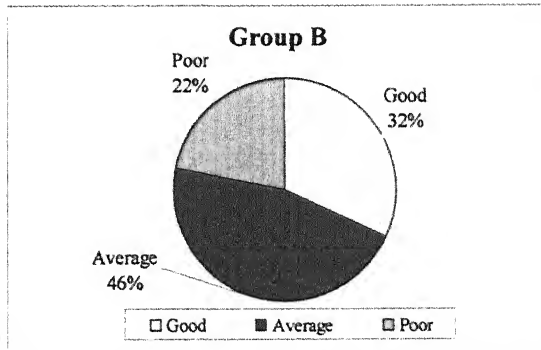
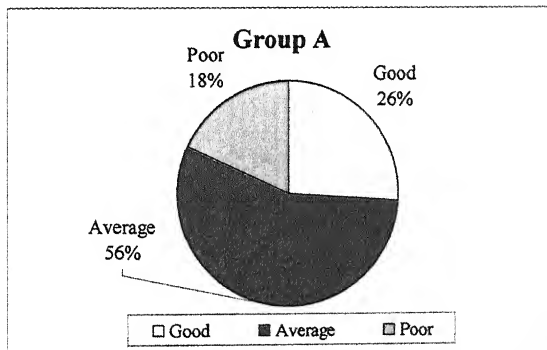
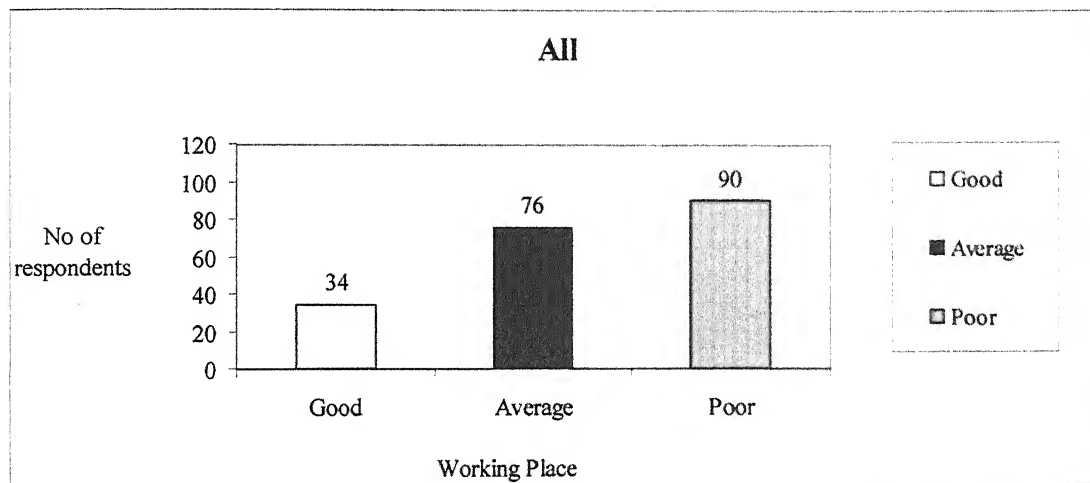
Concessional Loan Facilities

SL.	Concessional Loan Facilities	Group A	Group B	Group C	Group D	All
1	Good	35	35	33	35	138
2	Average	11	10	10	14	45
3	Poor	4	5	7	1	17
4	Total	50	50	50	50	200



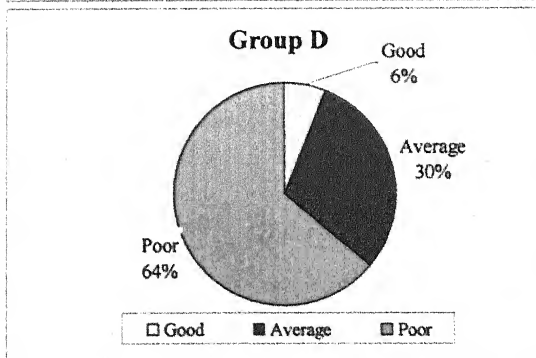
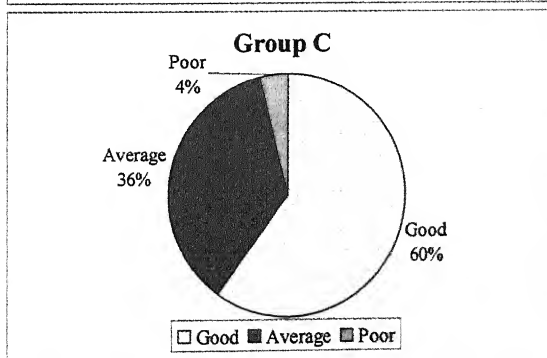
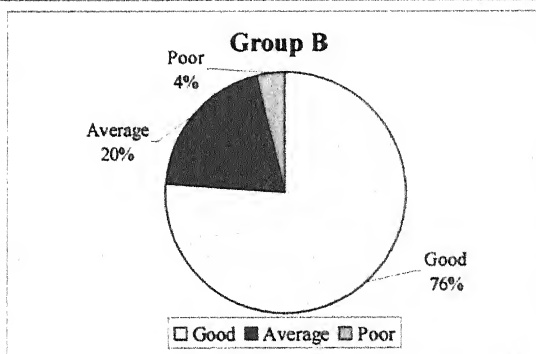
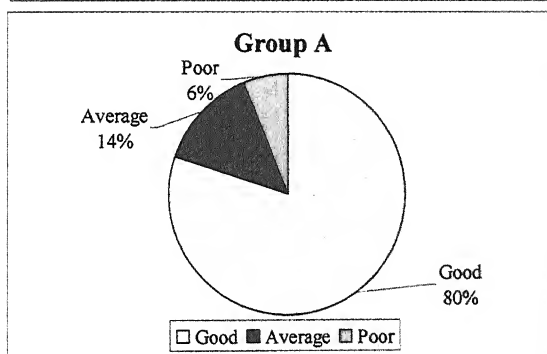
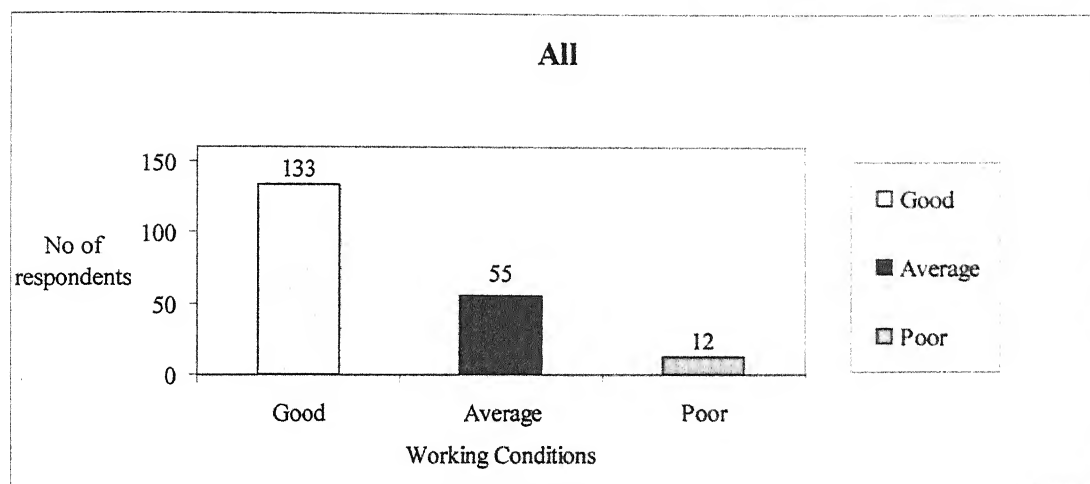
Working Place (Seating/Cooling/Heating/Drinking Water/Canteen/Washroom)

SL.	Working place	Group A	Group B	Group C	Group D	All
1	Good	13	16	2	3	34
2	Average	28	23	10	15	76
3	Poor	9	11	38	32	90
4	Total	50	50	50	50	200



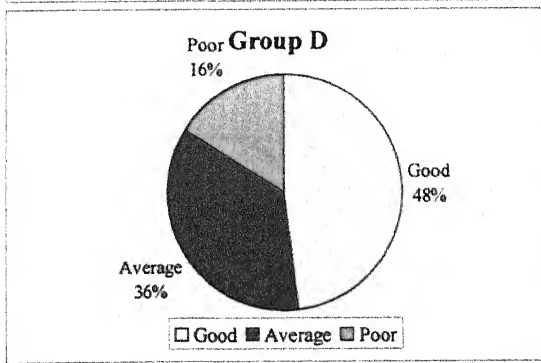
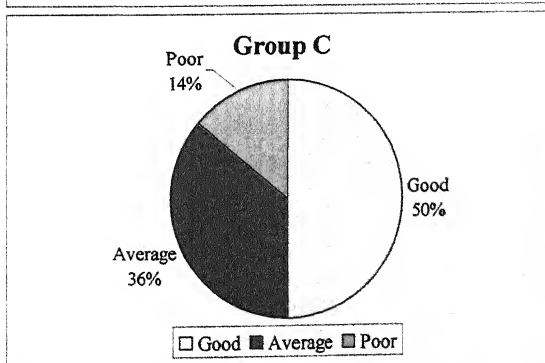
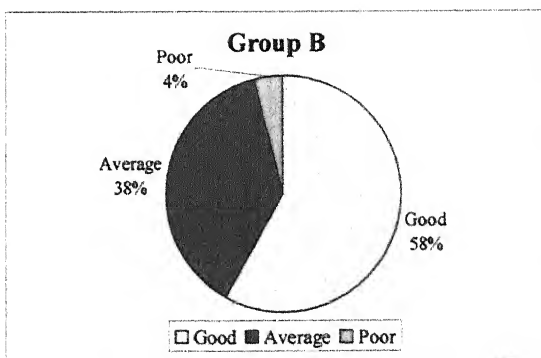
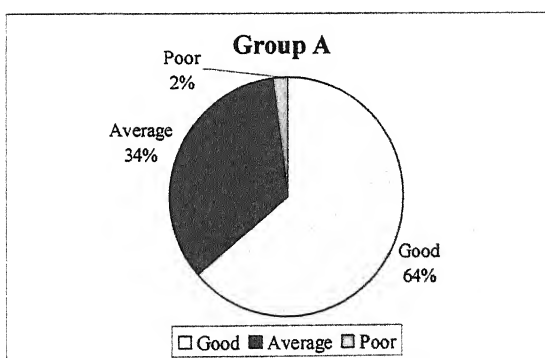
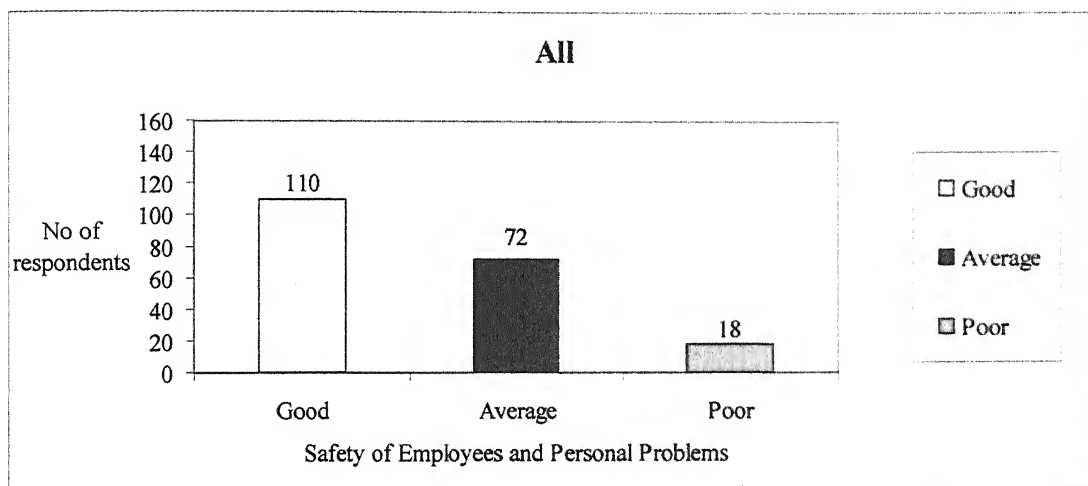
Working Conditions (Illumination/ Equipments/ Tools/ Machinery)

SL.	Working Condition	Group A	Group B	Group C	Group D	All
1	Good	40	38	30	25	133
2	Average	7	10	18	20	55
3	Poor	3	2	2	5	12
4	Total	50	50	50	50	200



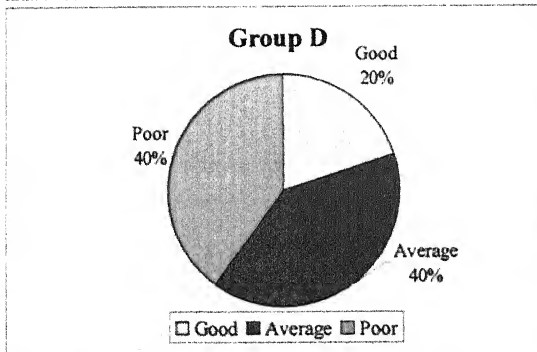
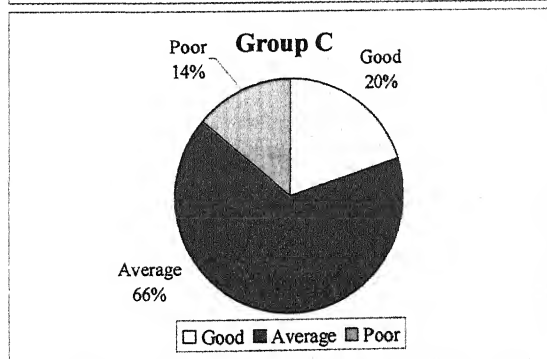
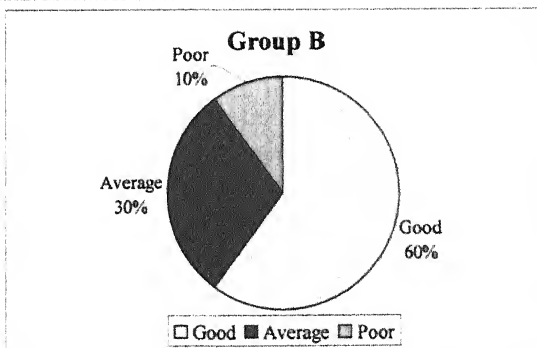
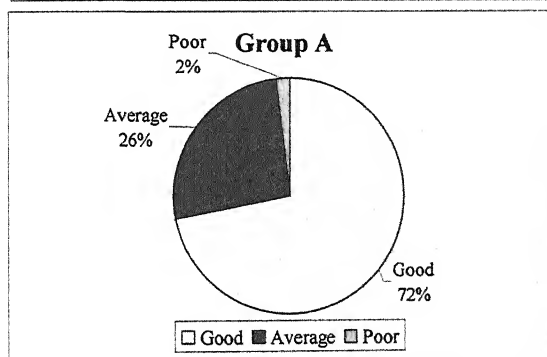
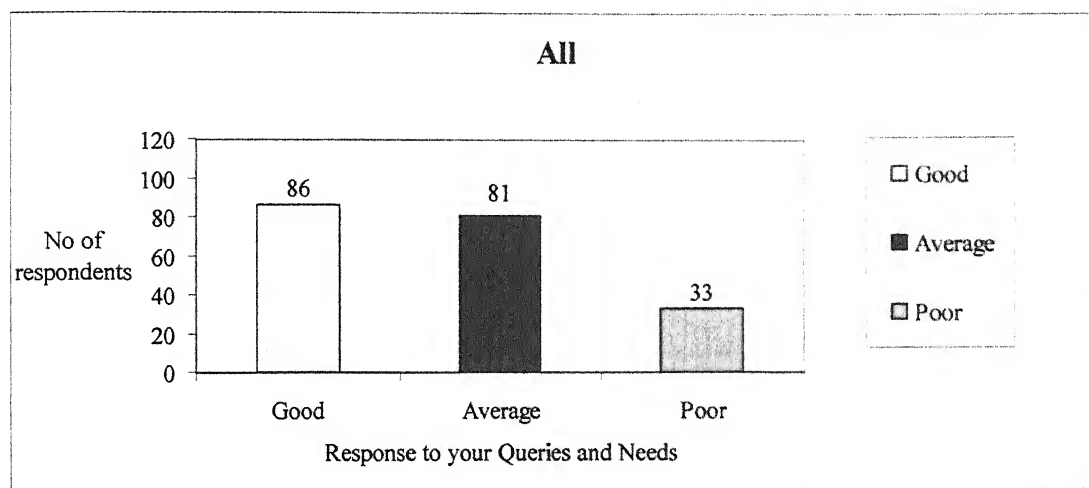
Safety of Employees and Personal Problems

SL.	Employee's Safety	Group A	Group B	Group C	Group D	All
1	Good	32	29	25	24	110
2	Average	17	19	18	18	72
3	Poor	1	2	7	8	18
	Total	50	50	50	50	200



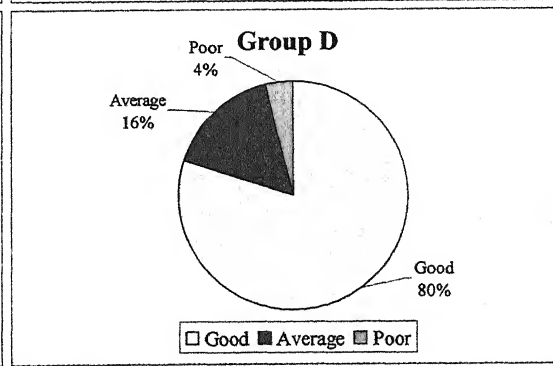
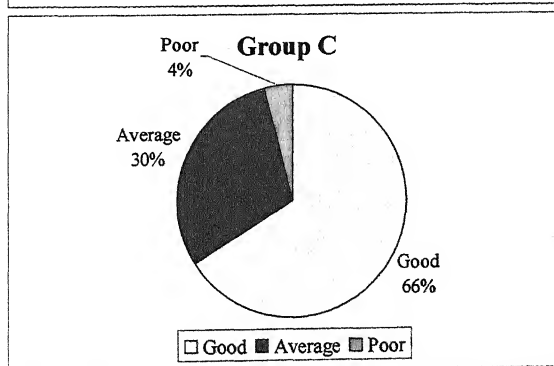
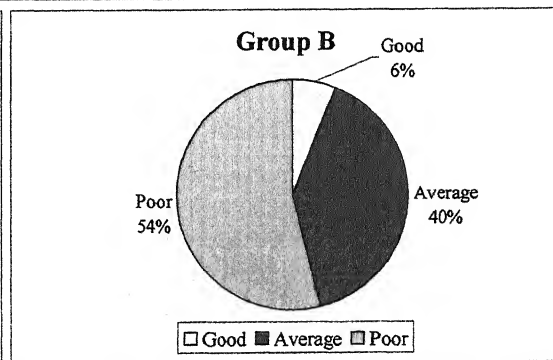
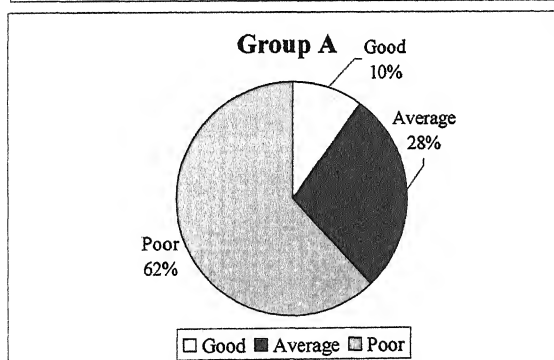
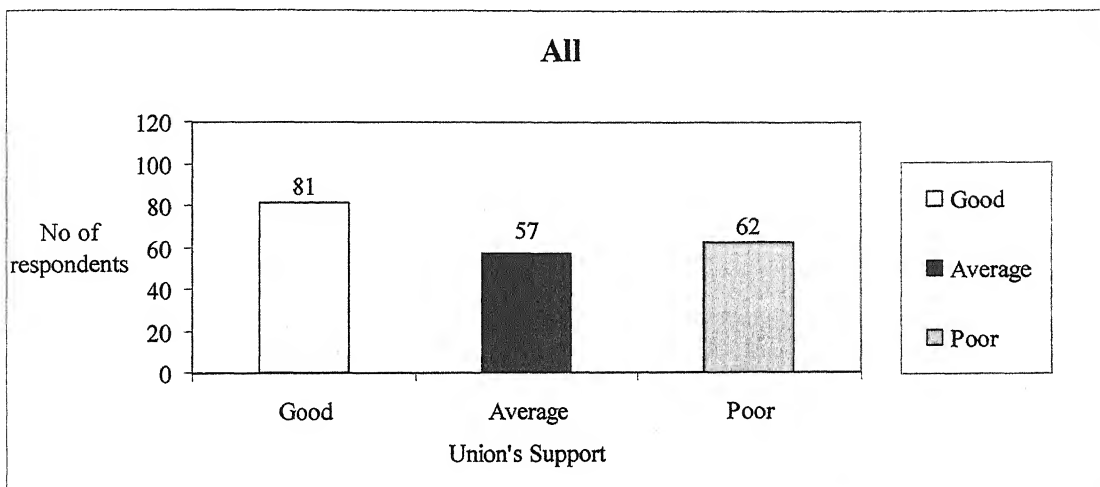
Response to Your Queries and Needs

SL.	Queries Responses	Group A	Group B	Group C	Group D	All
1	Good	36	30	10	10	86
2	Average	13	15	33	20	81
3	Poor	1	5	7	20	33
4	Total	50	50	50	50	200



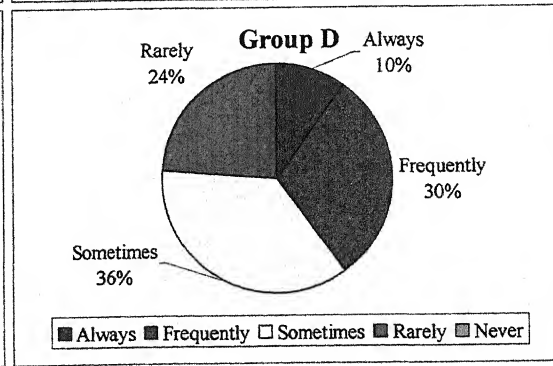
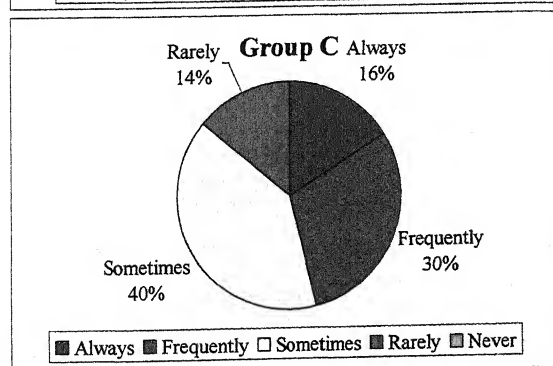
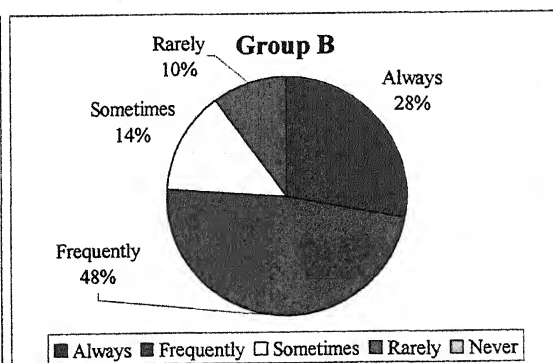
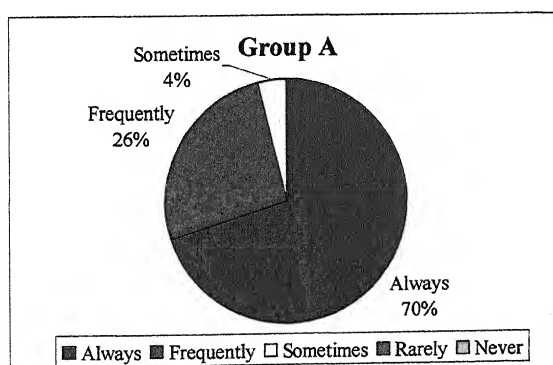
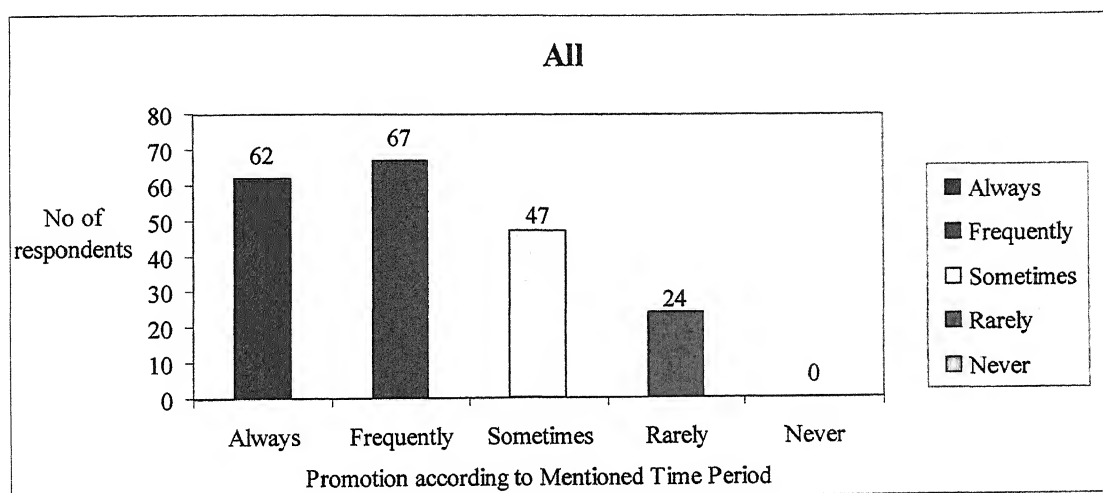
Union's Support

SL.	Union's support	Group A	Group B	Group C	Group D	All
1	Good	5	3	33	40	81
2	Average	14	20	15	8	57
3	Poor	31	27	2	2	62
4	Total	50	50	50	50	200



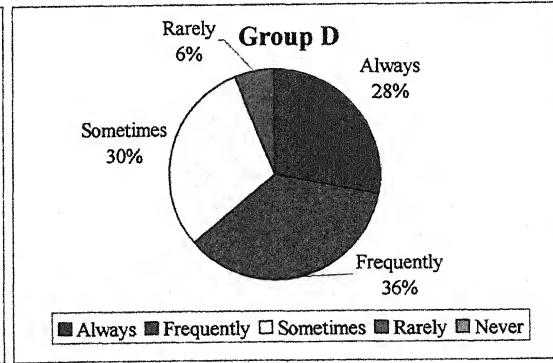
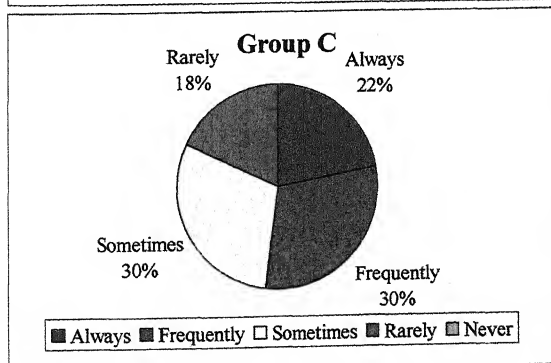
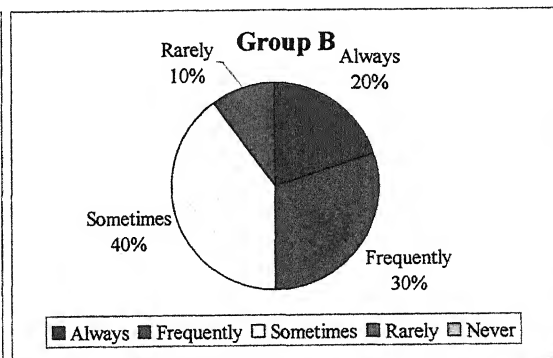
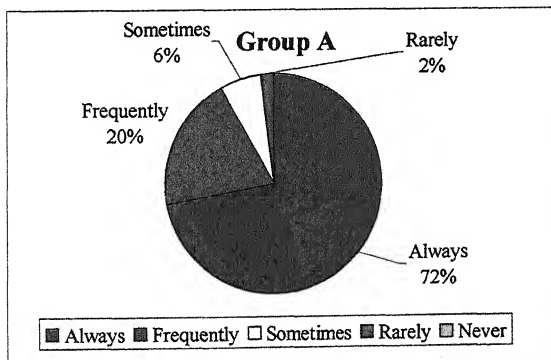
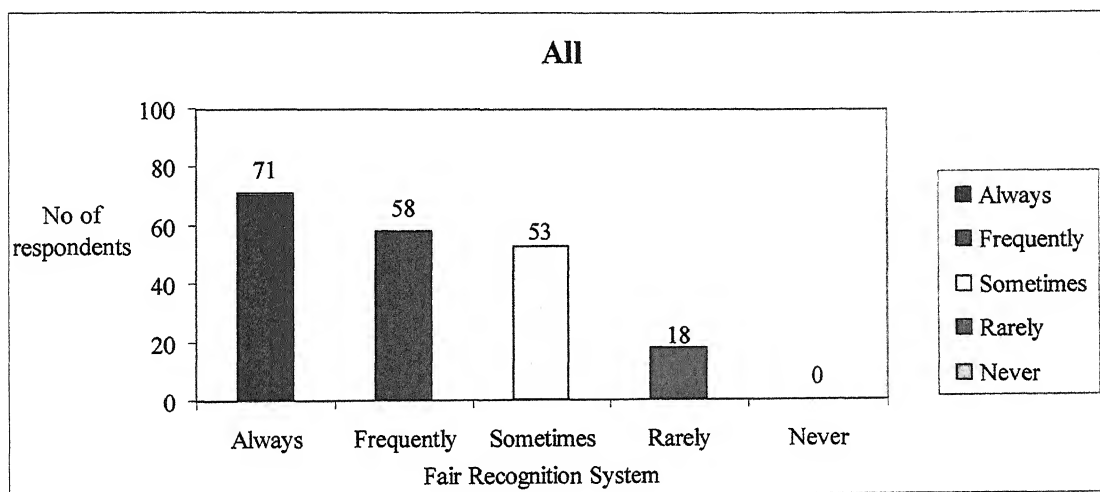
Promotion According To Mentioned Time Period

SL.	Timely Promotion	Group A	Group B	Group C	Group D	All
1	Always	35	14	8	5	62
2	Frequently	13	24	15	15	67
3	Sometimes	2	7	20	18	47
4	Rarely	0	5	7	12	24
5	Never	0	0	0	0	0
6	Total	50	50	50	50	200



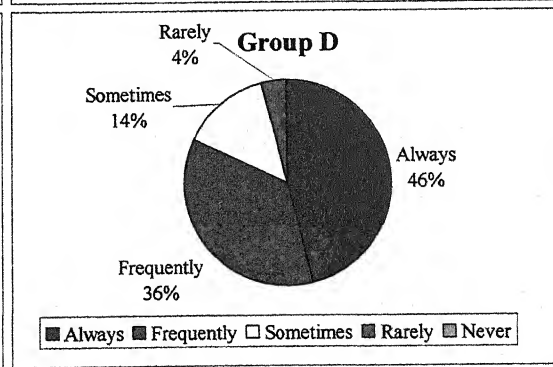
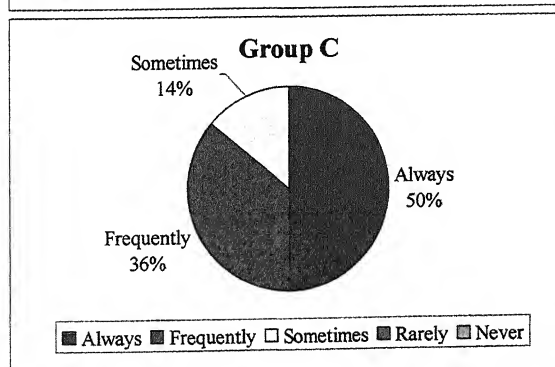
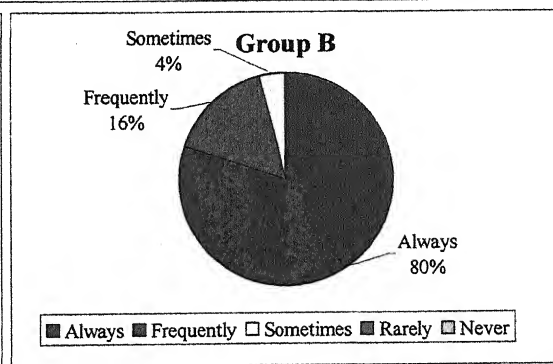
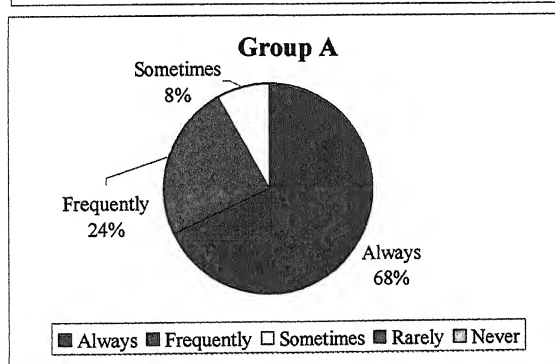
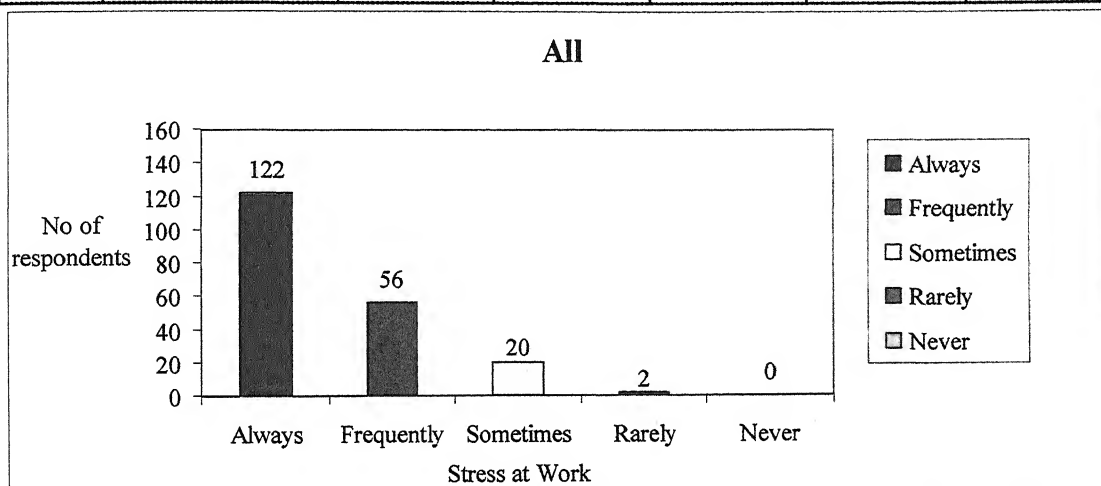
Fair Recognition System

SL.	Fair recognition system	Group A	Group B	Group C	Group D	All
1	Always	36	10	11	14	71
2	Frequently	10	15	15	18	58
3	Sometimes	3	20	15	15	53
4	Rarely	1	5	9	3	18
5	Never	0	0	0	0	0
6	Total	50	50	50	50	200



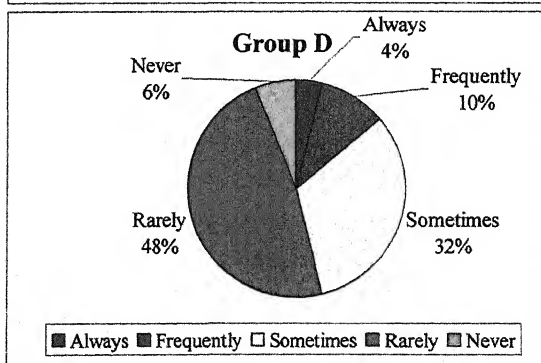
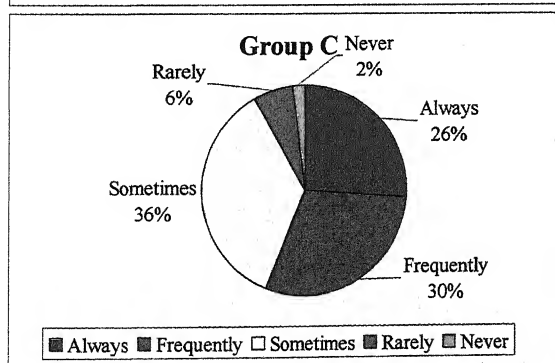
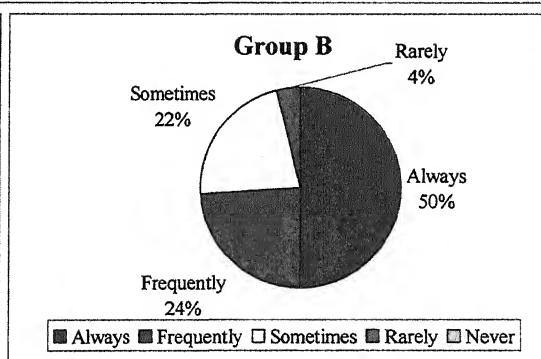
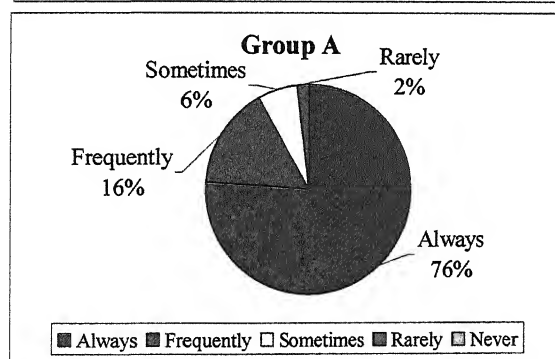
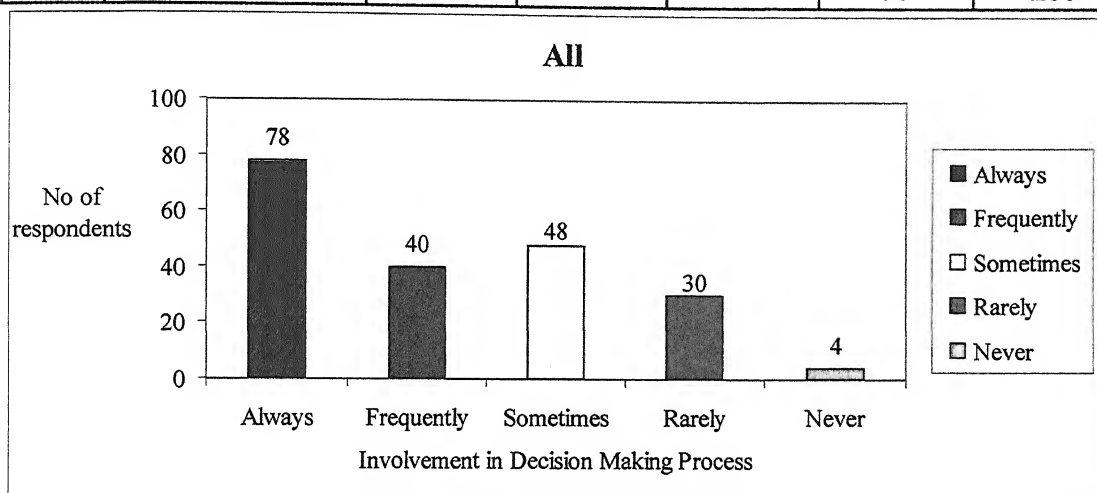
Stress at Work

SL.	Stress	Group A	Group B	Group C	Group D	All
1	Always	34	40	25	23	122
2	Frequently	12	8	18	18	56
3	Sometimes	4	2	7	7	20
4	Rarely	0	0	0	2	2
5	Never	0	0	0	0	0
6	Total	50	50	50	50	200



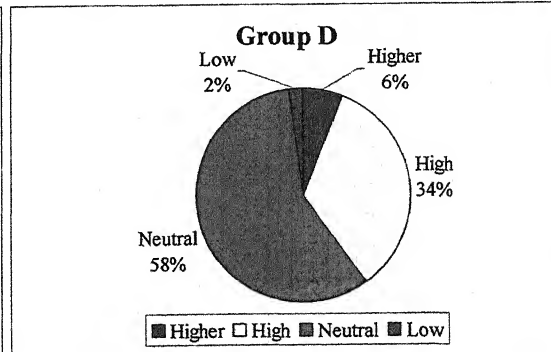
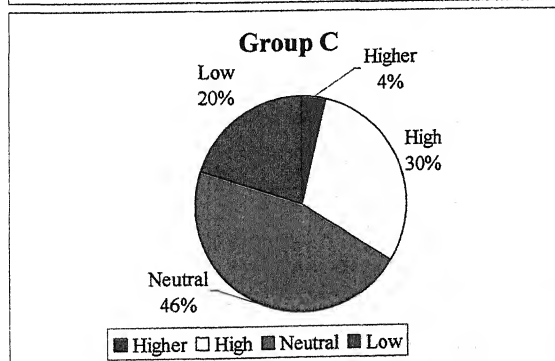
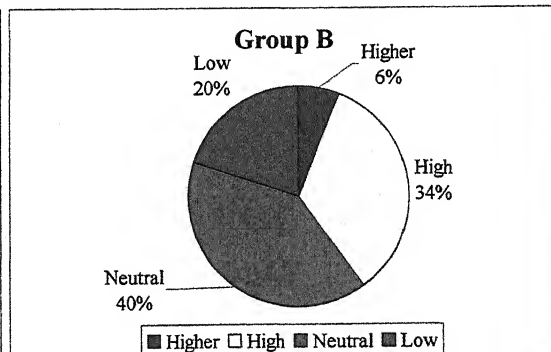
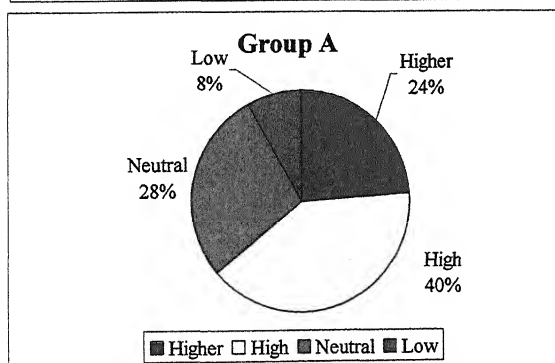
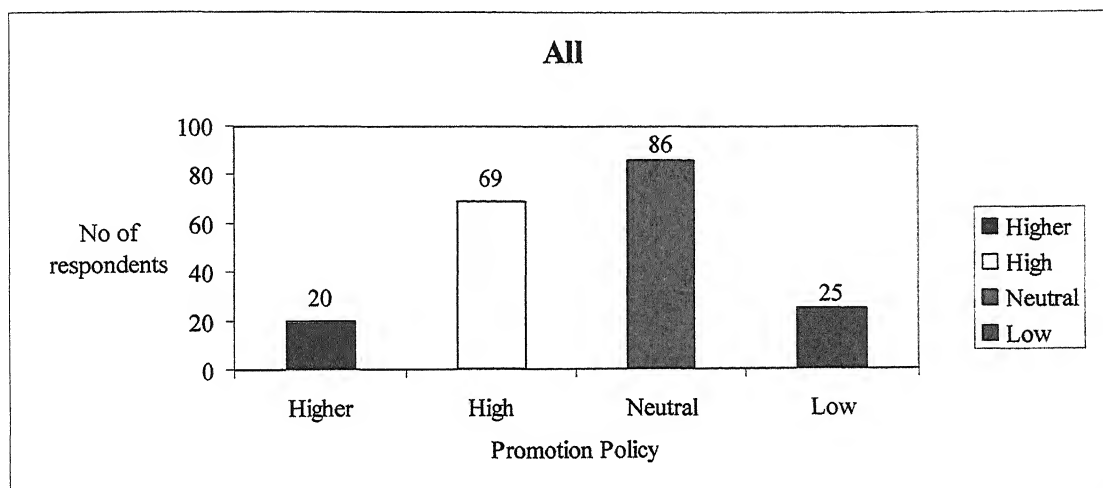
Involvement in Decision Making Process

SL.	Involvement	Group A	Group B	Group C	Group D	All
1	Always	38	25	13	2	78
2	Frequently	8	12	15	5	40
3	Sometimes	3	11	18	16	48
4	Rarely	1	2	3	24	30
5	Never	0	0	1	3	4
6	Total	50	50	50	50	200



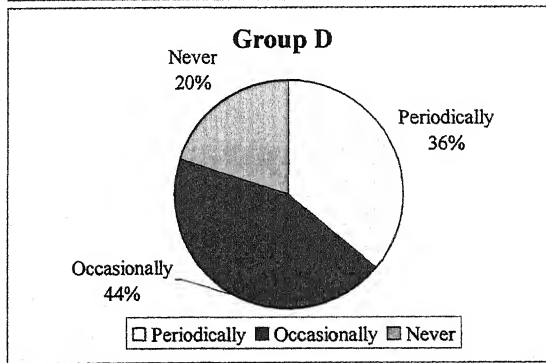
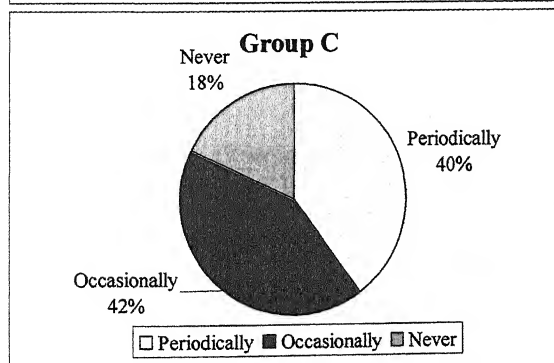
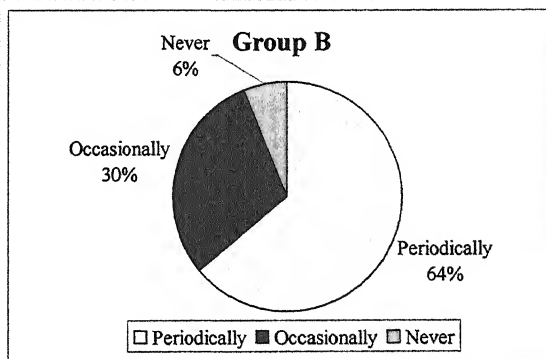
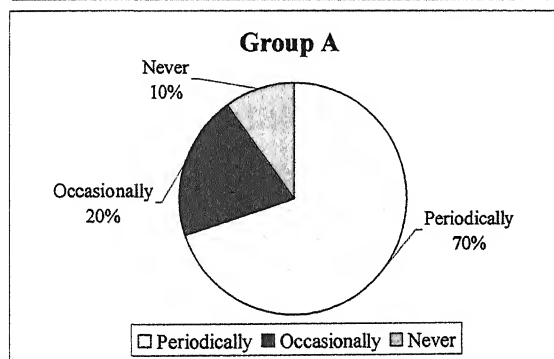
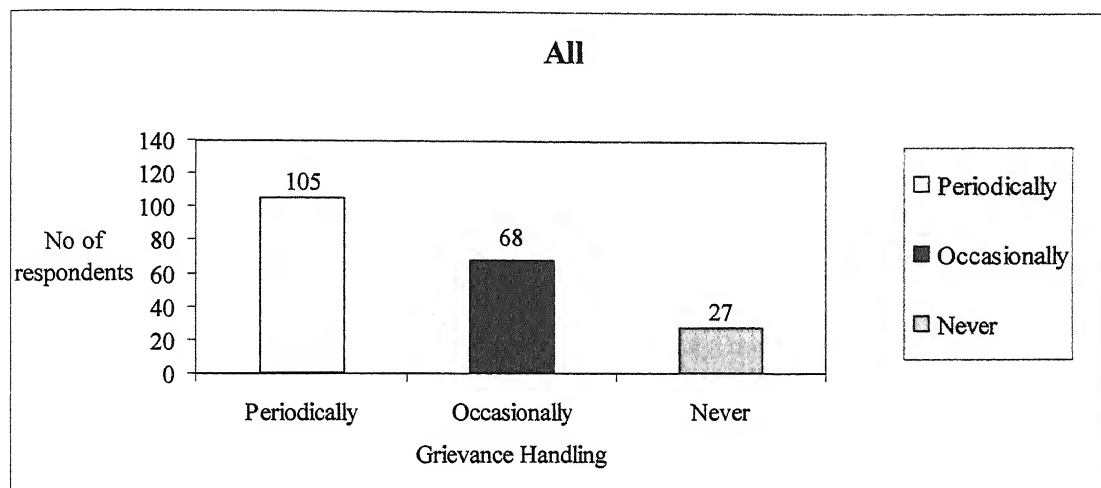
Promotion Policy

SL.	Promotion policy	Group A	Group B	Group C	Group D	All
1	Higher	12	3	2	3	20
2	High	20	17	15	17	69
3	Neutral	14	20	23	29	86
4	Low	4	10	10	1	25
5	Total	50	50	50	50	200



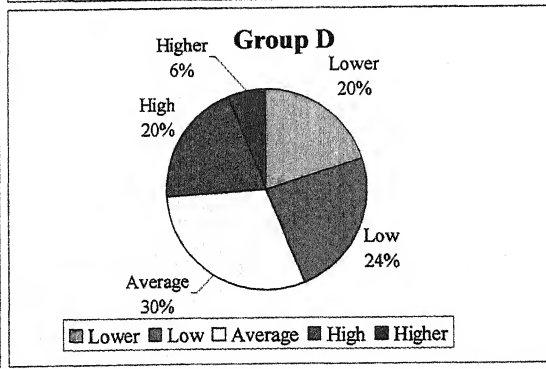
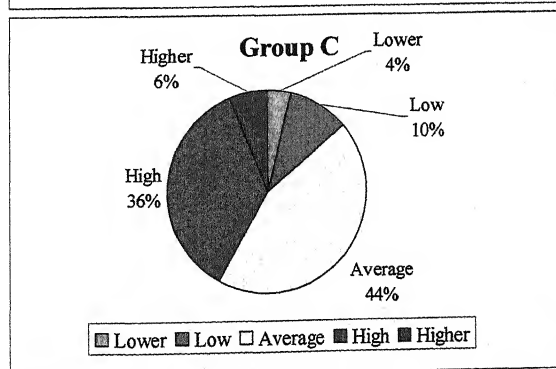
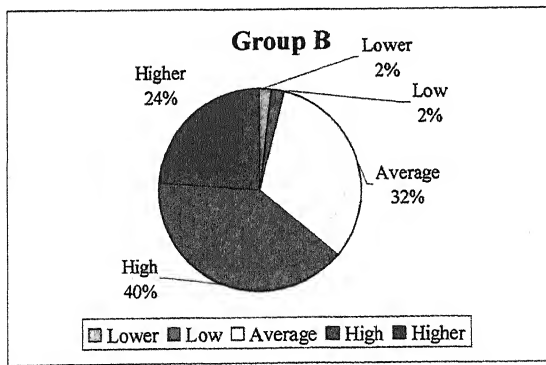
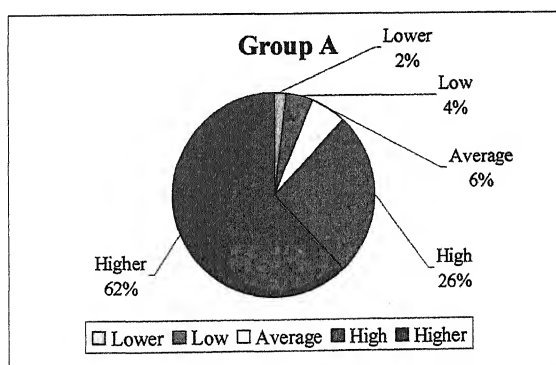
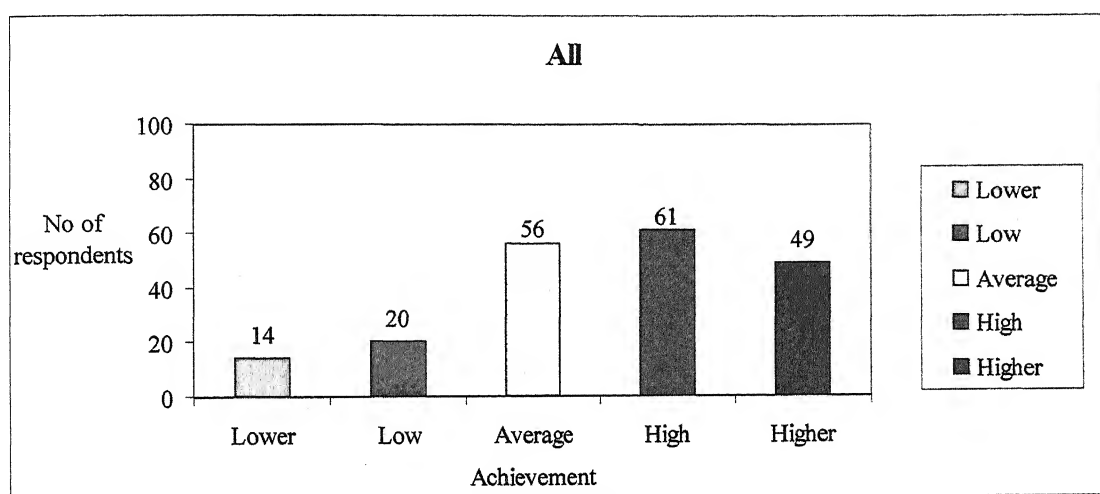
Grievance Handling

SL.	Grievance Handling	Group A	Group B	Group C	Group D	All
1	Periodically	35	32	20	18	105
2	Occasionally	10	15	21	22	68
3	Never	5	3	9	10	27
4	Total	50	50	50	50	200



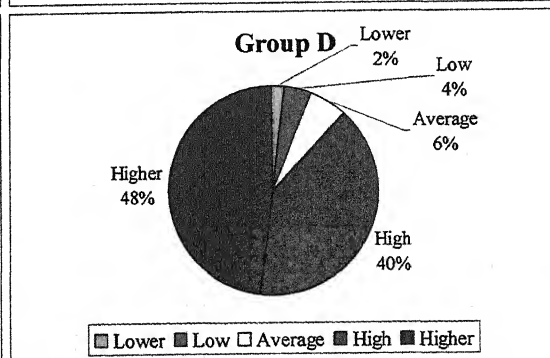
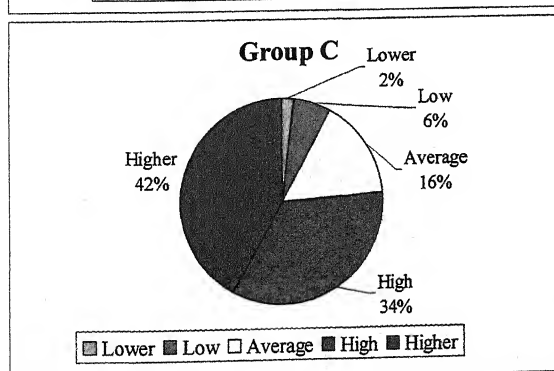
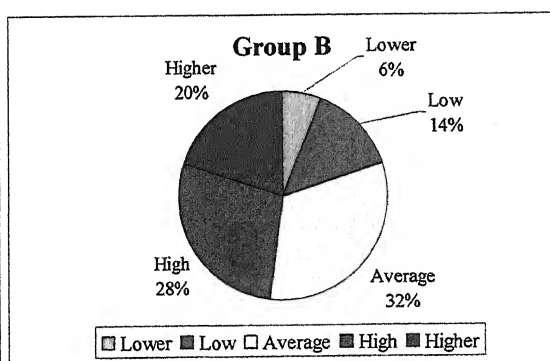
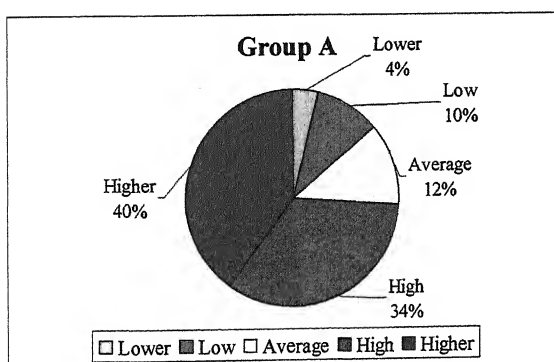
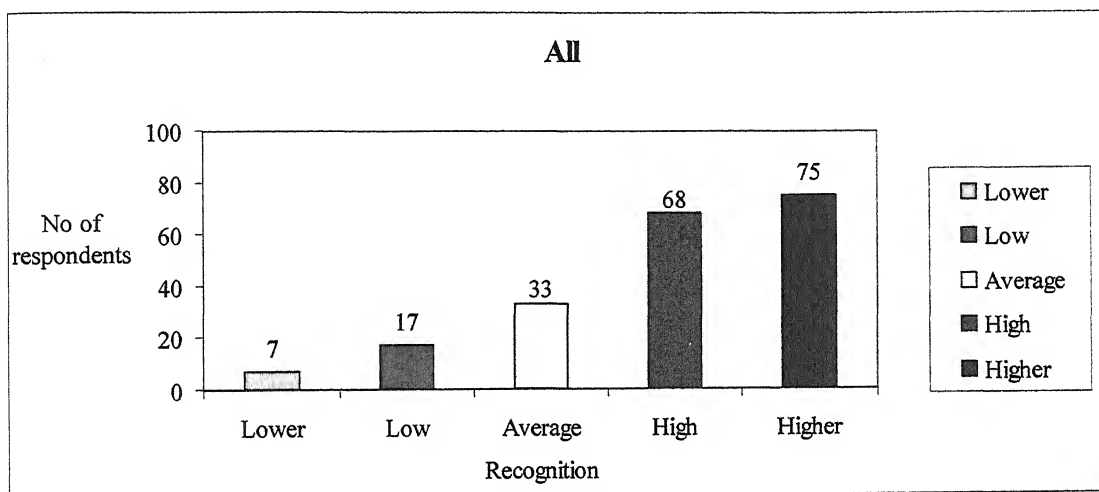
Achievement

SL.	Achievement	Group A	Group B	Group C	Group D	All
1	Lower	1	1	2	10	14
2	Low	2	1	5	12	20
3	Average	3	16	22	15	56
4	High	13	20	18	10	61
5	Higher	31	12	3	3	49
6	Total	50	50	50	50	200



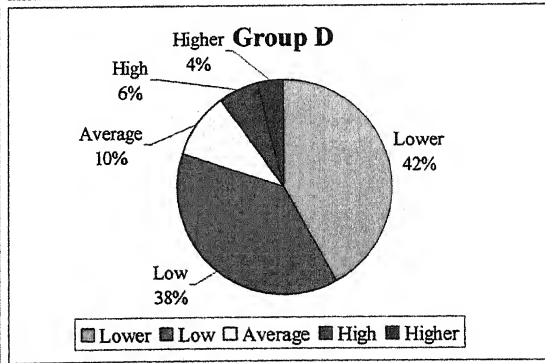
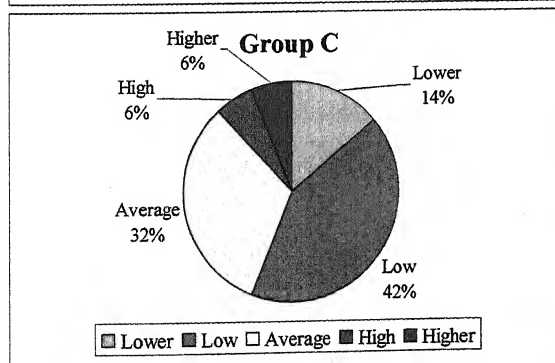
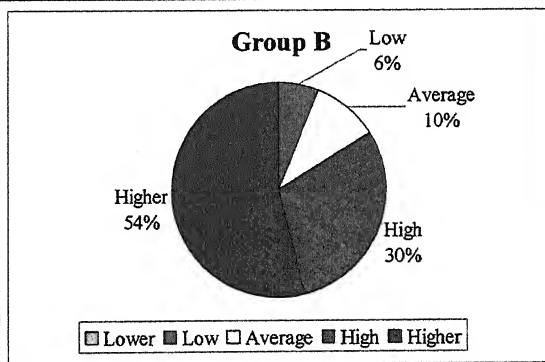
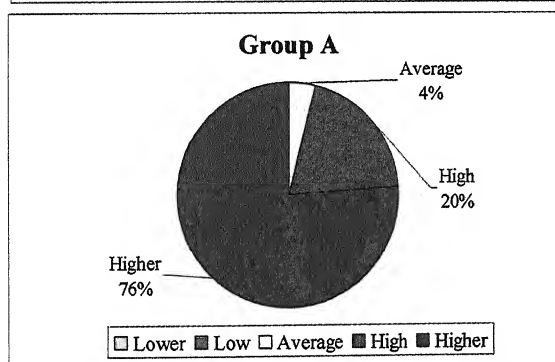
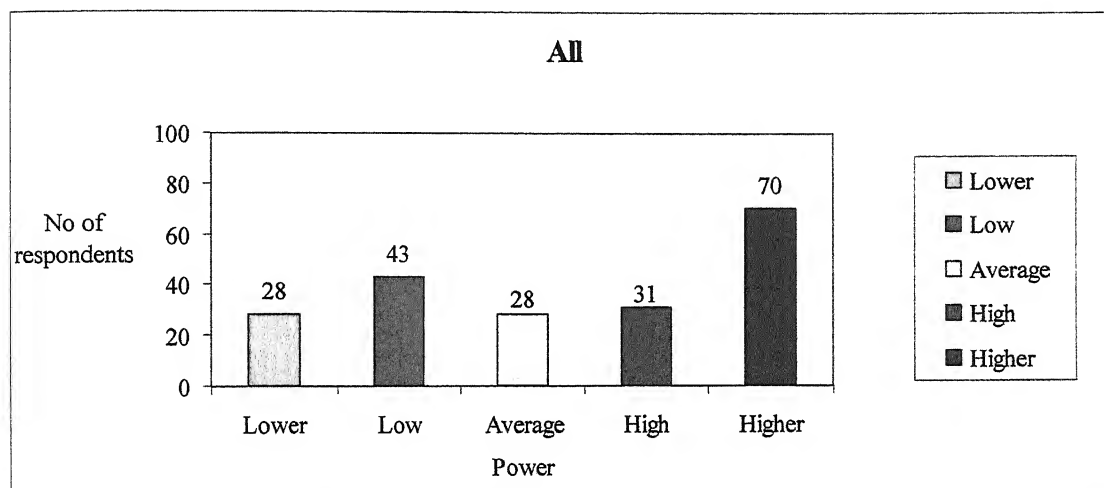
Recognition

SL.	Recognition	Group A	Group B	Group C	Group D	All
1	Lower	2	3	1	1	7
2	Low	5	7	3	2	17
3	Average	6	16	8	3	33
4	High	17	14	17	20	68
5	Higher	20	10	21	24	75
6	Total	50	50	50	50	200



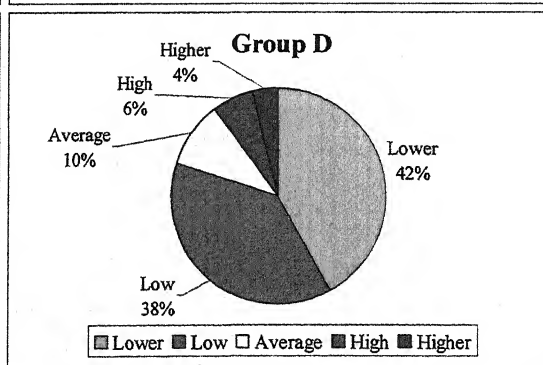
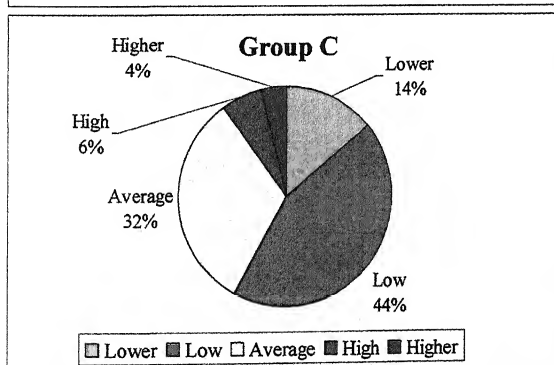
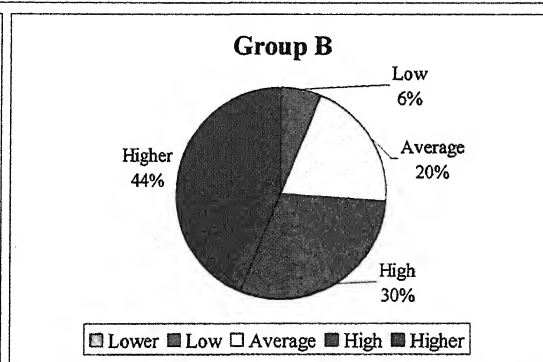
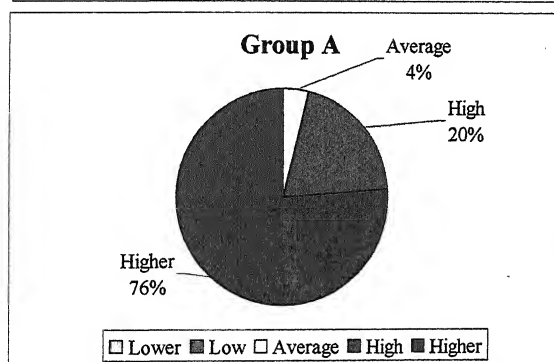
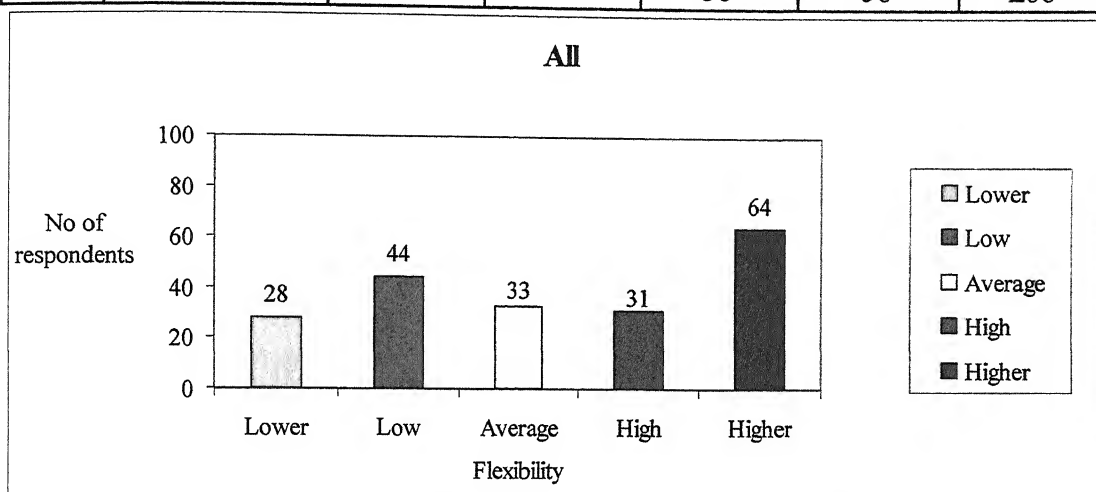
Power

SL.	Power	Group A	Group B	Group C	Group D	All
1	Lower	0	0	7	21	28
2	Low	0	3	21	19	43
3	Average	2	5	16	5	28
4	High	10	15	3	3	31
5	Higher	38	27	3	2	70
6	Total	50	50	50	50	200



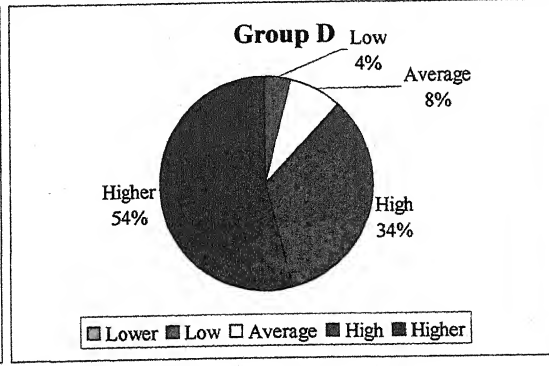
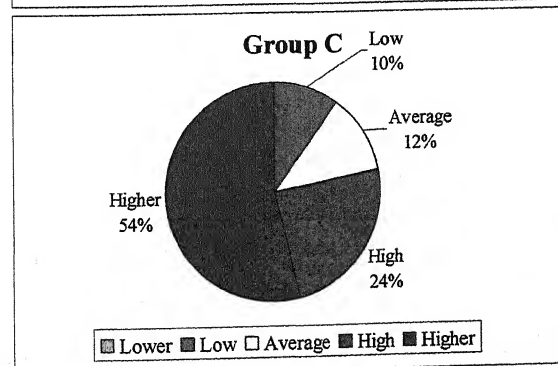
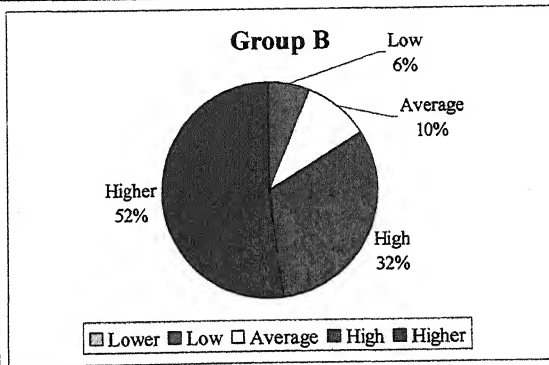
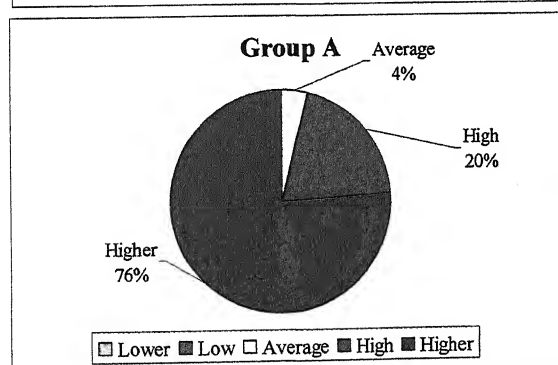
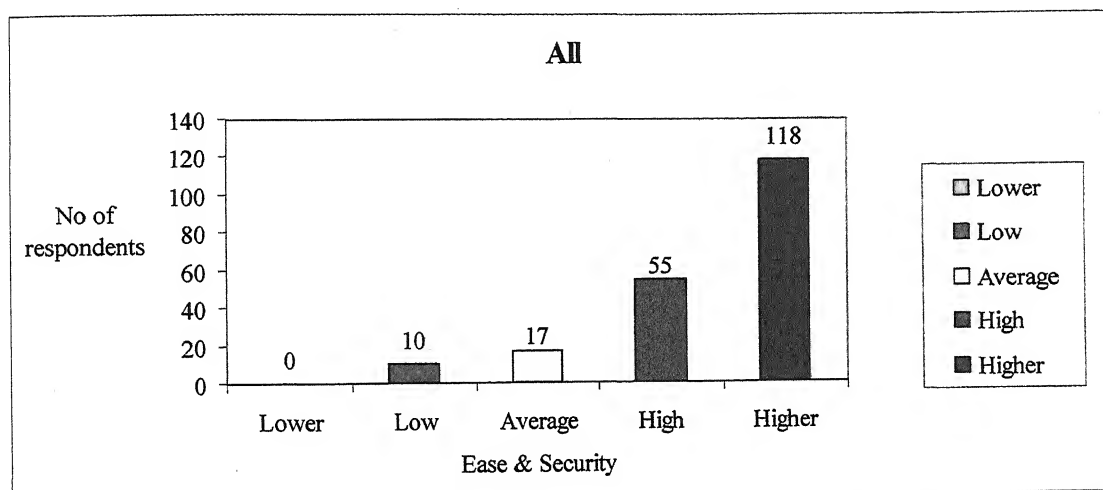
Flexibility

SL.	Flexibility	Group A	Group B	Group C	Group D	All
1	Lower	0	0	7	21	28
2	Low	0	3	22	19	44
3	Average	2	10	16	5	33
4	High	10	15	3	3	31
5	Higher	38	22	2	2	64
6	Total	50	50	50	50	200



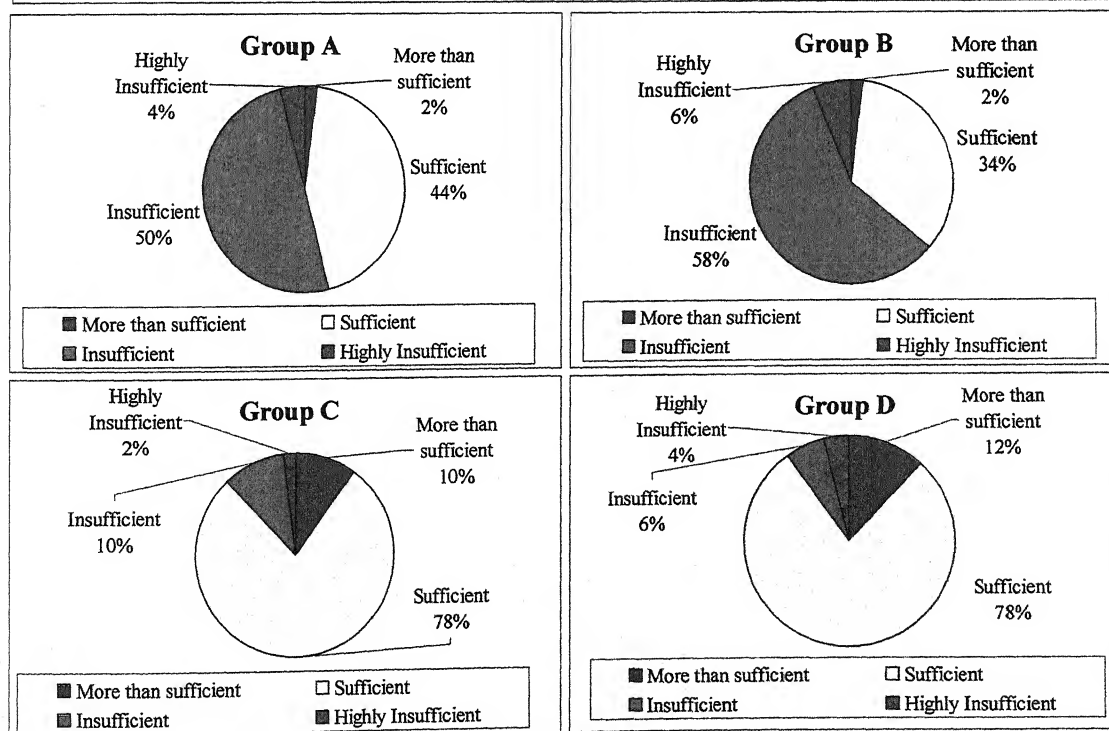
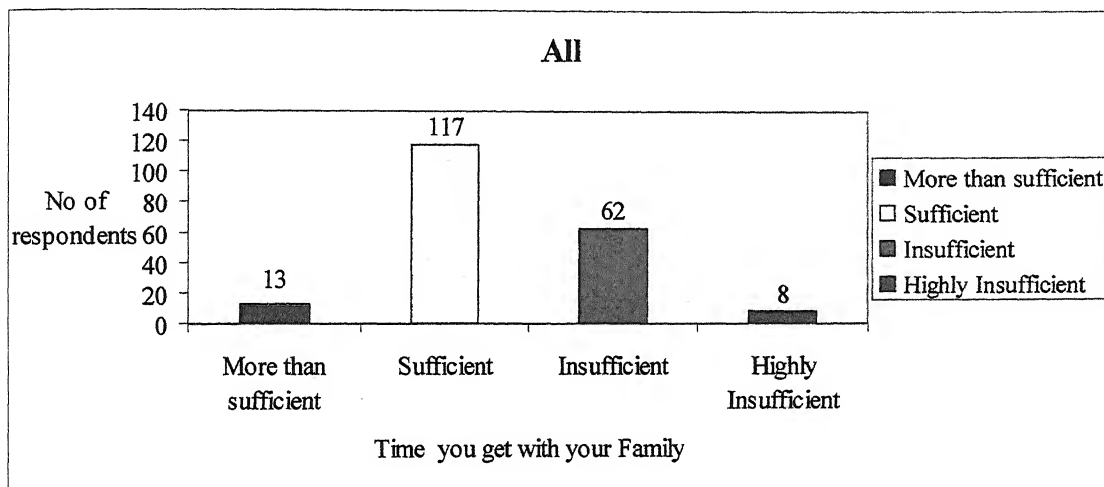
Ease and Security

SL.	Ease & Security	Group A	Group B	Group C	Group D	All
1	Lower	0	0	0	0	0
2	Low	0	3	5	2	10
3	Average	2	5	6	4	17
4	High	10	16	12	17	55
5	Higher	38	26	27	27	118
6	Total	50	50	50	50	200



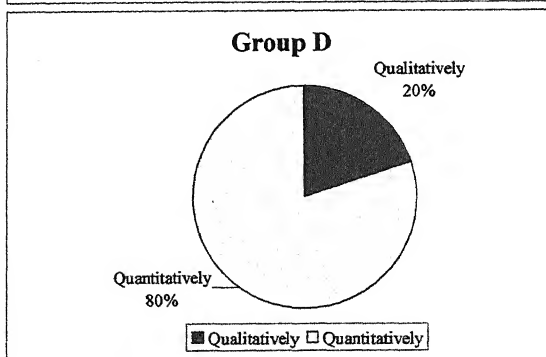
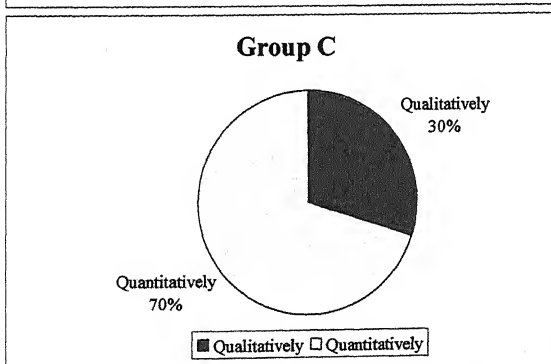
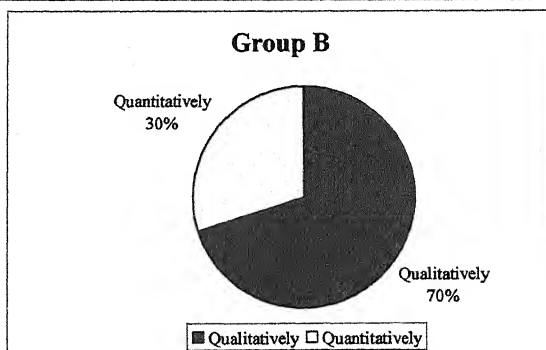
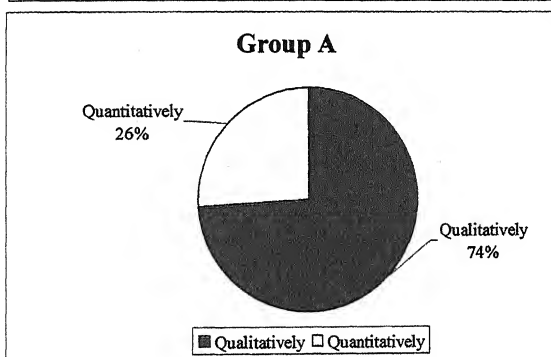
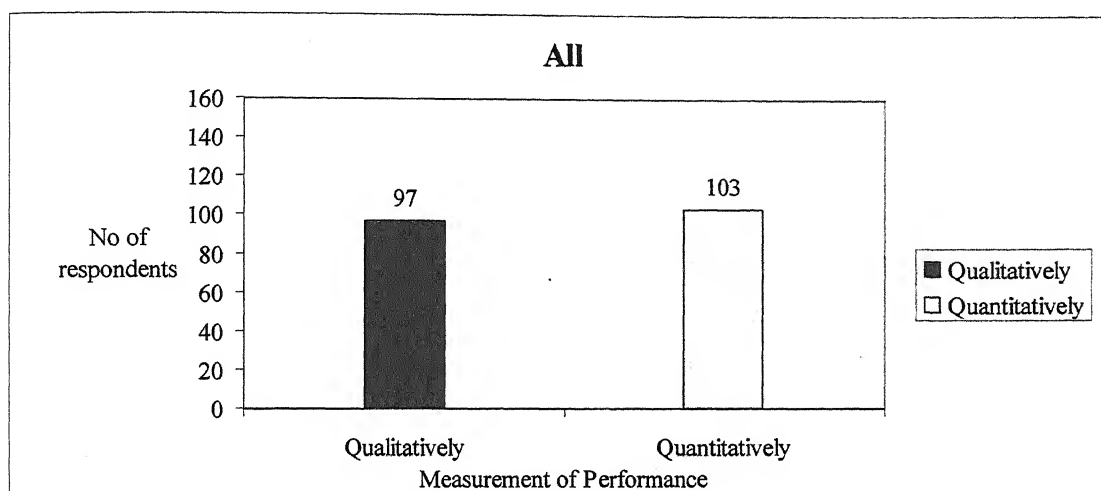
Time You Get With Your Family

SL.	Time	Group A	Group B	Group C	Group D	All
1	More than sufficient	1	1	5	6	13
2	Sufficient	22	17	39	39	117
3	Insufficient	25	29	5	3	62
4	Highly Insufficient	2	3	1	2	8
5	Total	50	50	50	50	200



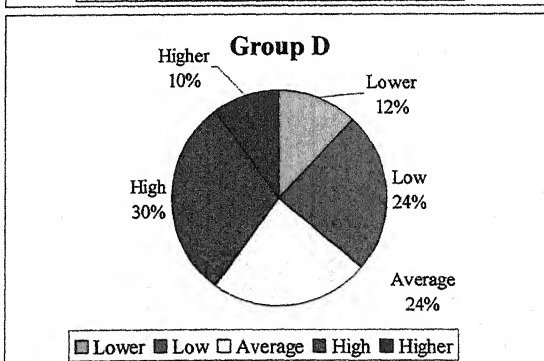
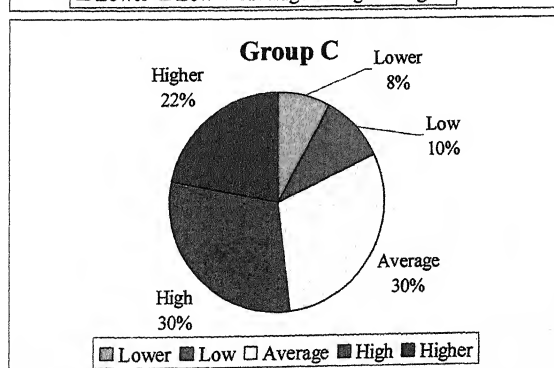
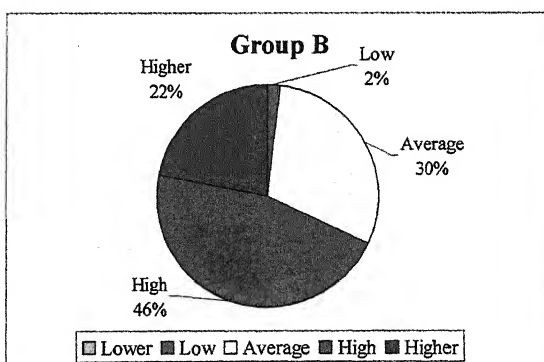
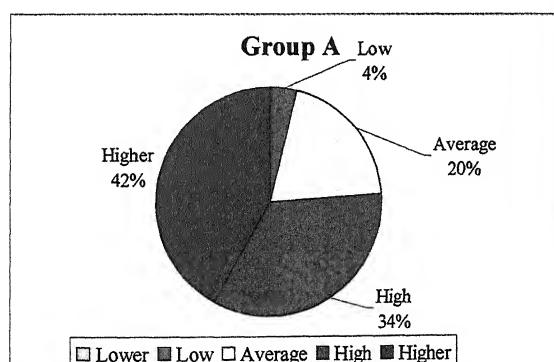
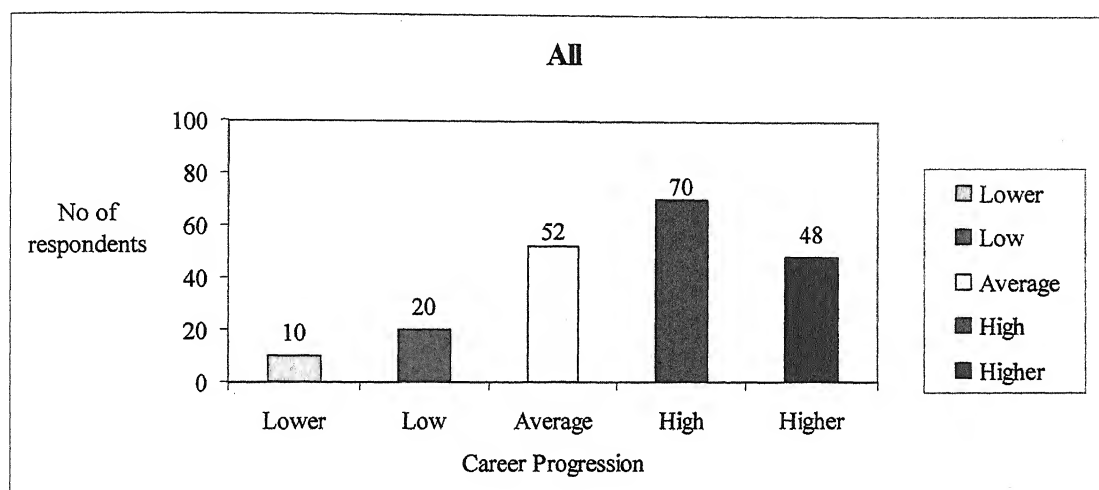
Measurement of Performance

SL.	Performance	Group A	Group B	Group C	Group D	All
1	Qualitatively	37	35	15	10	97
2	Quantitatively	13	15	35	40	103
3	Total	50	50	50	50	200



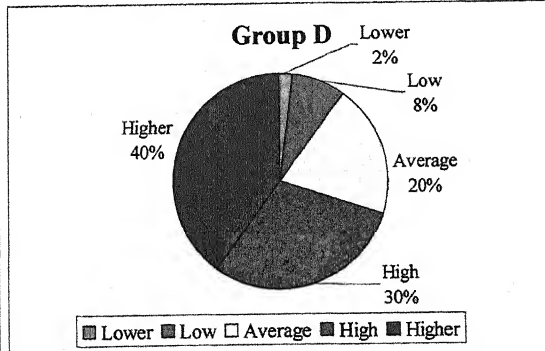
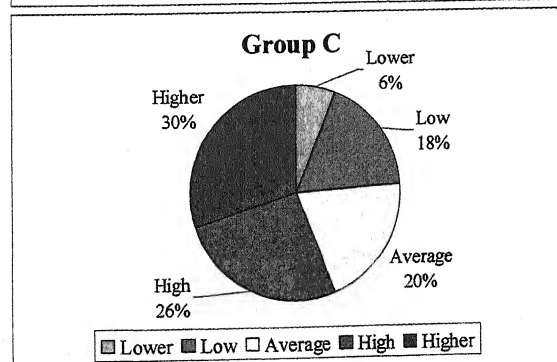
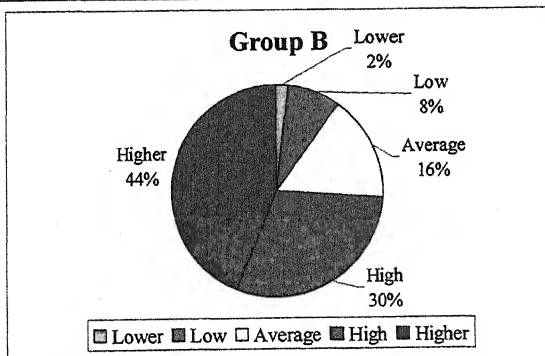
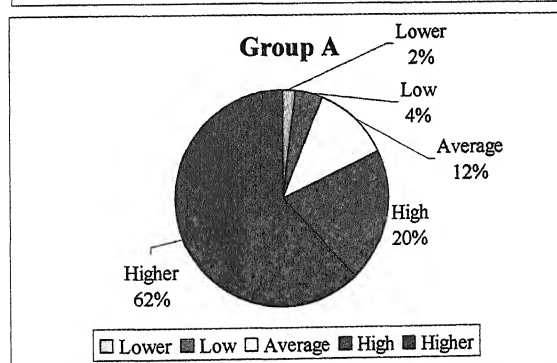
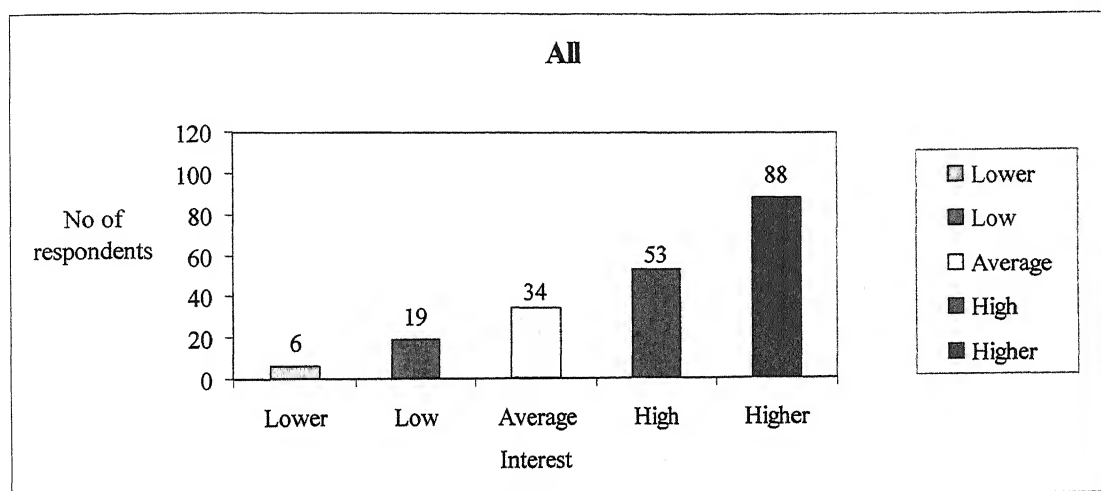
Career Progression

SL.	Career progression	Group A	Group B	Group C	Group D	All
1	Lower	0	0	4	6	10
2	Low	2	1	5	12	20
3	Average	10	15	15	12	52
4	High	17	23	15	15	70
5	Higher	21	11	11	5	48
6	Total	50	50	50	50	200



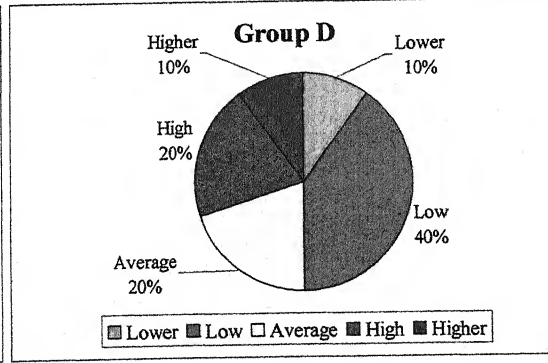
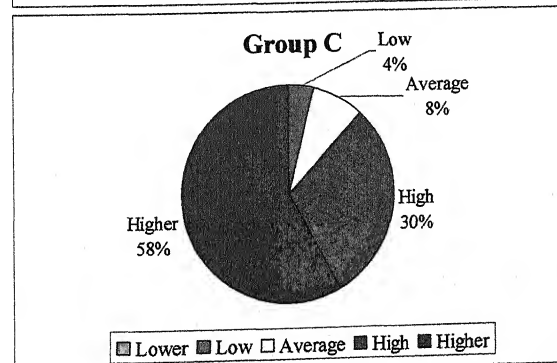
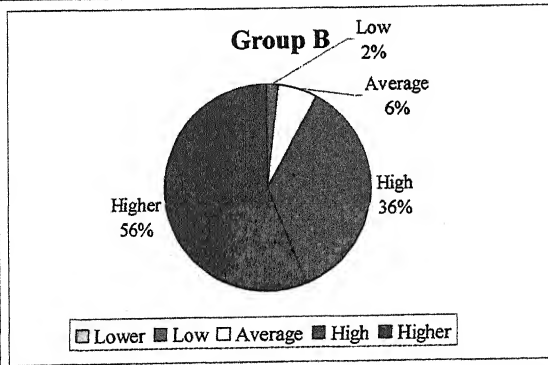
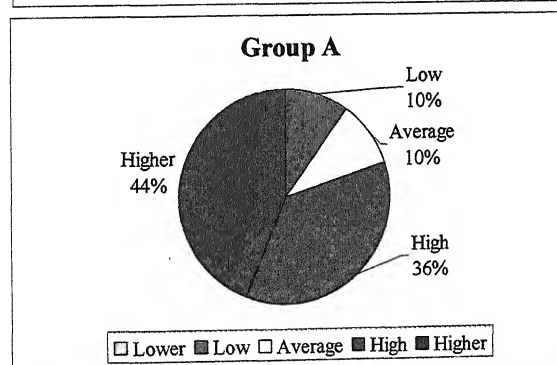
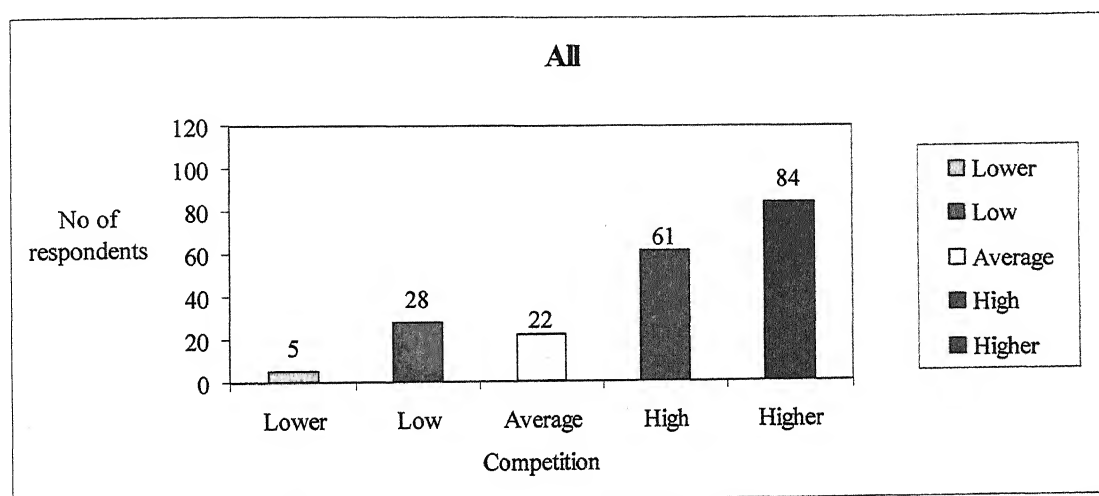
Interest

SL.	Interest	Group A	Group B	Group C	Group D	All
1	Lower	1	1	3	1	6
2	Low	2	4	9	4	19
3	Average	6	8	10	10	34
4	High	10	15	13	15	53
5	Higher	31	22	15	20	88
6	Total	50	50	50	50	200



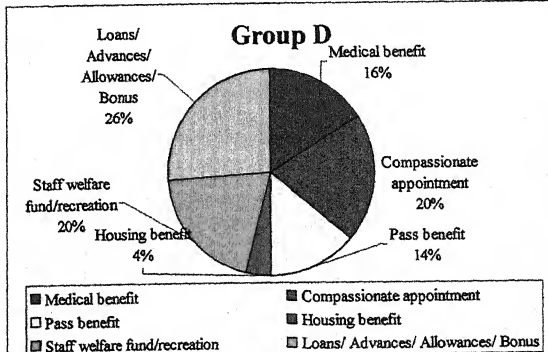
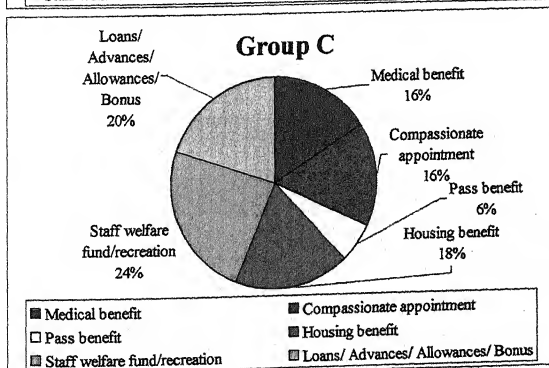
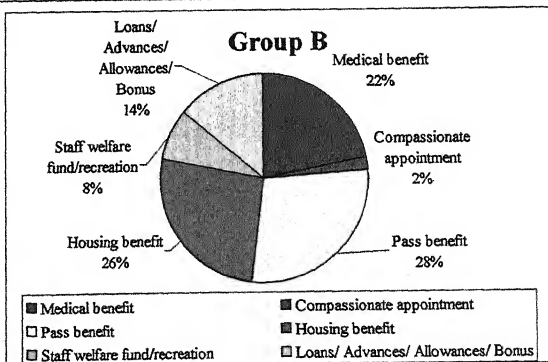
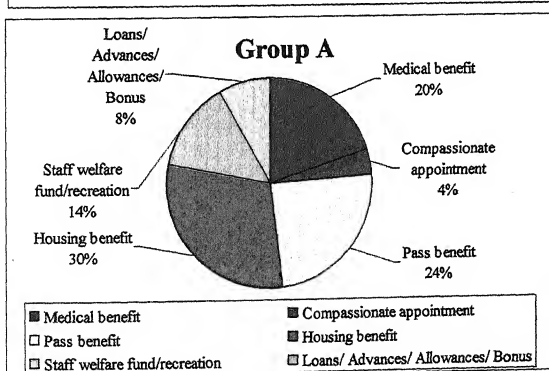
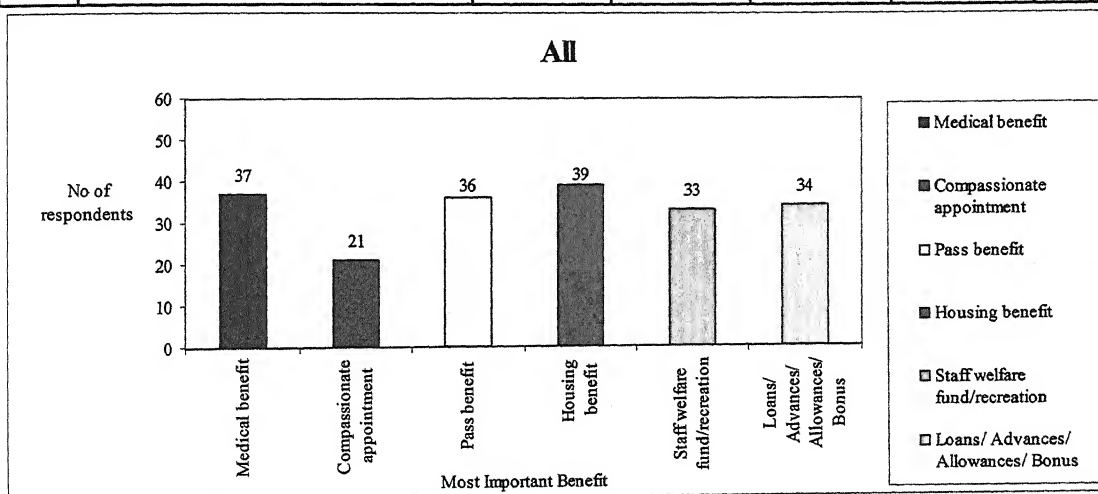
Competition

SL.	Competition	Group A	Group B	Group C	Group D	All
1	Lower	0	0	0	5	5
2	Low	5	1	2	20	28
3	Average	5	3	4	10	22
4	High	18	18	15	10	61
5	Higher	22	28	29	5	84
6	Total	50	50	50	50	200



Most Important Benefit

SL.	Benefit	Group A	Group B	Group C	Group D	All
1	Medical benefit	10	11	8	8	37
2	Compassionate appointment	2	1	8	10	21
3	Pass benefit	12	14	3	7	36
4	Housing benefit	15	13	9	2	39
5	Staff welfare fund/recreation	7	4	12	10	33
6	Incentives/Loans/Advances/ Allowances/ Bonus	4	7	10	13	34
	Total	50	50	50	50	200



ANALYSIS OF THE RESEARCH

1. Sex

In many studies of job satisfaction it has been seen that female workers are more satisfied with their job as compared to male workers. This greater job satisfaction amongst female workers has been attributed to their being generally less ambitious.

The above table indicates that out of Group "A" employees 31(62%) are males and 19 (38%) are females. On the other hand 36 (72%) of Group "B" are males and 14(28%) are females.

28(56%) of clerical cadre respondents are males and 22(44%) are females. Among the Group "D" Staff respondents 34(68%) are males and 16 (32%) are females

2. Marital Status

The marital status of a person influences satisfaction and motivation with the job. Married people feel dissatisfied and demotivated with their job if their spouse is working in a different city. Secondly married people feel satisfied and motivated with a job, which offers more job security. These factors do not influence unmarried employees

It is found that 47(94%) of Cadre "A" are married and 3(6) % only are unmarried & in Cadre "B" 49(98%) are married and 1(2%) only are unmarried.

In Cadre "C" 47(94%) are married and 3(6%) only are unmarried whereas in "D", 45(90%) are married and 5(10%) only are unmarried

3. Educational Qualification

Educational status of an individual plays a vital role in influencing ones motivation and job satisfaction. Highly qualified persons working on jobs requiring low competence tends to be less motivated and satisfied as their skills are not fully utilized and it also hurts their ego somewhere.

The above table provides the details about educational qualification of respondents

In Cadre "A", 30(60%) of respondents are post graduates, 17(35%) are graduates, 3(6%) are professionally qualified whereas in Cadre "B",

29(58%) of respondents are post graduates, 20(40%) are graduates, 1(2%) are professionally qualified.

In Cadre "C", 24(48%) of respondents are post graduates, 22(44%) are graduates, 2(4%) are professionally qualified and only 2(4%) are higher secondary passed whereas in Cadre "D", 1(2%) are graduates, 14(28%) are higher secondary passed and 35(70%) are high school or less.

4. Job Security

The job security is the ability to keep a job for as long as one wants, providing one's job performance is satisfactory e.g. one can be sure of his job as long as he does good work. If the employees feel stability in their job, they feel more satisfied and if they feel that their job is not stable, they will remain dissatisfied. Job security is one of the most important need that people desire in their job. This is quite evident from the higher preference given to government and public sector job in comparison to the private sector job. Job security affects the satisfaction level.

From the above table it is evident that job security offered to all the respondents is high as revealed by 50(100%) of Group "A", 50(100%) of Group "B", 50(100%) of Group "C" and 50(100%) of Group "D" subordinate staff.

5. Monthly Income

Salary of an individual has an impact on one's motivation and job satisfaction with his/her job. Salary is also a criterion by which one's status in one's job is measured and maintained. A higher salary not only satisfies one's psychological needs but also satisfies his/her esteem needs.

The above table indicates that monthly income of 20 (40%) employees of Group "A" is between 15k-20k and 30(60%) employees is above 20k where as monthly income of 31(62%) employees of Group "B" is between 15k-20k and 15(30%) employees is above 20k and 4(8%) is between 10k-15k.

Monthly income of 30(60%) employees of Group "C" is between 10-15k and 20(40%) employees is less than 10k where as Group "D" employees monthly income is less than 10k.

6. Relationship With Colleagues

Good interpersonal favor is a key factor which helps the organization to function effectively. Good relations with peers, subordinates and superiors reduces conflict in the organization. Level of stress of an individual is also low if his/her interpersonal relations are good in an organisation. Leadership plays an important role in developing good interpersonal environment in the organization. One can utilize ones time in a constructive way if one has good relations with pers, superiors and subordinates, which further results in improved performance.

The above table makes it clear that Good relationship exists between respondents and colleagues, as revealed by 38(76%) of Group "A" , 41(82%)of Group "B", 39(78%) of Group "C" and 34(68%) of Group "D" staff.

Some respondents 12(24%) of Group "A", 9(18%) of Group "B" and 11(22%) of Group "C and 16(32%) of Group "D" said that their relationship is average with colleagues.

The relationship was rated as poor by 0% of Group "A" officers, 0% Group "B " officers, 0% Group "C "clerical and 0% of Group "D" with their colleagues.

7. Relationship With Subordinates

The above table shows that Good relationship is existing between respondents and subordinates, as said by 35 (70%) of Group "A". 34(68%) of Group "B" officers, 39(78 %) by Group "C". clerical staff and 35 (70%) by Group "D" subordinate staff.

Average relationship exists between 12 (24%) of Group "A", 13(26%) of Group "B" officers, 10(20%) of Group "C", 13(26%) of Group "D" with their subordinates.

The remaining employees i.e 3(6%) of Group "A", 3(6%) of Group "B", 1(2%) of Group "C", 2(4%) of Group "D" rated their relations i.e. with their subordinates as poor.

8. Relationship With Supervisors

The above table shows that Good relationship is existing between

respondents and supervisors, as said by 40 (80%) of Group "A". 33(66%) of Group "B" officers, 40(80 %) by Group "C". clerical staff and 30 (60%) by Group "D". subordinate staff.

Average relationship with supervisors exists between 9 (18%) of Group "A", 16(32%) of Group "B" officers, 9(18%) of Group "C", 19(38%) of Group "D"

The remaining employees i.e 1(2%) of Group "A", 1(2%) of Group "B", 1(2%) of Group "C", 1(2%) of Group "D" rated their relations i.e. with their supervisors as poor.

9. Working conditions (Illumination, equipments, tools & machinery)

Employee satisfaction and dissatisfaction can be expressed in number of ways. Managers should be interested in their employee's attitudes regarding working conditions as these provide warning of potential problems and influence their behavior. Satisfied and committed employees have lower rates of turnover absenteeism and grievances and cognitive dissonance org. Good working conditions increases productivity and retain first-class-workers.

During the survey in railways, it was found that 133 employees out of which 40(80%) of Group "A", 38(76%) of Group "B", 30(60 %) of Group "C" clerical staff and 25 (50%) of Group "D" subordinate staff were of opinion working conditions is good while 55 employees out of which 7(14%) of Group "A", 10(20%) of Group "B", 18(36 %) of Group "C" clerical staff and 20(40%) of Group "D" subordinate staff were of opinion working conditions is average. While on the other hand 12 employees out of which 3(6%) of Group "A", 2(4%) of Group "B", 2(4 %) of Group "C" clerical staff and 5 (10%) of Group "D" subordinate staff were of opinion working conditions is poor

10. Fair and consistent Recognition System

Consistent with reinforcement theory, rewarding a behavior with recognition immediately follow that behavior is likely to encourage its repetition. Recognition can take many forms. In today's highly competitive global economy most organizations are under severe cost pressures this

makes recognition programs particularly attractive. One of the most well known and widely used recognition devices is the use of suggestion systems.

During the survey it was found that 71 employees out of which 36(72%) of Group "A", 10(20%) of Group "B", 11(22 %) of Group "C" clerical staff and 14 (28%) of Group "D" subordinate staff were of opinion that that recognition system always highlight achievements of teammates while 58 employees out of which 10(20%) of Group "A", 15(30%) of Group "B", 15(30 %) of Group "C" clerical staff and 18 (36%) of Group "D" subordinate staff were of opinion that that recognition system frequently highlight achievements of teammates.

53 employees out of which 3(6%) of Group "A", 20(40%) of Group "B", 15(30 %) of Group "C" clerical staff and 15 (30%) of Group "D" subordinate staff were of opinion that that recognition system sometimes highlight achievements of teammates while 18 employees out of which 1(2%) of Group "A", 5(10%) of Group "B", 9(18 %) of Group "C" clerical staff and 3(6%) of Group "D" subordinate staff were of opinion that that recognition system rarely highlight achievements of teammates while no one amongst the respondents said that the recognition system never highlight achievements of teammates.

It is easy to get work done willingly & enthusiastically from motivated employees as fair recognition system acts as a tool for control. The Japanese have been especially effective at making suggestion systems work.

11. Time You Get With Your Family

As discussed above the availability of the time for ones family influences his / her level of satisfaction with job.

This table focuses on the time spent by the respondents with their family as permitted by their job.

During the survey it was found that 13 employees out of which 1(2%) of Group "A", 1 (2%) of Group "B", 5(10 %) of Group "C" clerical staff and 6 (12%) of Group "D" subordinate staff were of opinion that they get more than sufficient time for their family while 117 employees out of which 22(44%) of Group "A", 17(34%) of Group "B", 39(78 %) of Group "C" clerical staff and 39 (78%) of Group "D" subordinate staff were of opinion

that they get sufficient time for their family

62 employees out of which 25(50%) of Group "A", 29(58%) of Group "B", 5(10 %) of Group "C" clerical staff and 3 (6%) of Group "D" subordinate staff were of opinion that they get insufficient time for their family while 8 employees out of which 2 (4%) of Group "A", 3(6%) of Group "B", 1(2 %) of Group "C" clerical staff and 2 (4%) of Group "D" subordinate staff were of opinion that they get highly insufficient time for their family.

12. Incentives/ Fringe Benefits/ Perks

Fringe benefits also known as flexible benefits allows employees to pick and choose from among a many of benefits options. The idea is to allow each employee to choose a benefit package that is individually tailored to his or her own needs and situation. Thus flexible benefits turn the benefits expenditure into a motivator. For employees flexibility is attractive because they can tailor their benefits and levels of coverage to their own needs.

During the survey it was found that 72 employees out of which 12 (24%) of Group "A", 8(16%) of Group "B", 24(48 %) of Group "C" clerical staff and 28 (56%) of Group "D" subordinate staff were of opinion that they get good fringe benefits in their organisation while 113 out of which 35 (70%) of Group "A", 40(18%) of Group "B", 18(36 %) of Group "C" clerical staff and 20 (40%) of Group "D" subordinate staff were of opinion that they get average fringe benefits in their organisation.

15 respondents out of which 3 (6%) of Group "A", 2(4%) of Group "B", 8(16 %) of Group "C" clerical staff and 2 (4%) of Group "D" subordinate staff were of opinion that they get poor fringe benefits in their organisation.

13. Communication support & sharing

Behavior is a function of its consequences. Motivation theorists have assumed that intrinsic motivations such as increasing mutual support, shoring of information, ideas and resources between managers and employees helps to establish benefit plans in which employees acquire stock as part of their benefits.

No group can exist without communication and contacts. Communication serves four major functions within a group organization - control, motivation, emotional expression, and information. Open for groups to

perform effectively, they need to and maintain some form of control over members, stimulate members to perform, provide a means for emotional expression and make decision choices. Almost every communication interaction that takes place in a group or organization performs one or more of these four functions

During the survey it was found that 89 employees out of which 35 (70%) of Group "A", 27(54%) of Group "B", 22(44 %) of Group "C" clerical staff and 5 (10%) of Group "D" subordinate staff were of opinion that they are always communicated, supported & resources are shared in their organisation while 52 out of which 12 (24%) of Group "A", 14(28%) of Group "B", 13(26 %) of Group "C" clerical staff and 13 (26%) of Group "D" subordinate staff said "frequently".

47 respondents out of which 3 (6%) of Group "A", 8(16%) of Group "B", 11(22 %) of Group "C" clerical staff and 25 (50%) of Group "D" subordinate staff said " sometimes" whereas 9 employees out of which 0% of Group "A", 1(2%) of Group "B", 3(6 %) of Group "C" clerical staff and 5 (10%) of Group "D" subordinate staff were of opinion that they are rarely communicated, supported & resources are shared in their organisation. 3 employees out of which 0% of Group "A", 0% of Group "B", 1(2%) of Group "C" clerical staff and 2 (4%) of Group "D" subordinate staff were of opinion that they are never communicated, supported & resources are not shared in their organisation.

14. Stress at work

Work, working hours and human relation if suitable to human nature leads to devotion otherwise create stress leads to job dissatisfaction.

During the survey it was found that 122 employees out of which 34 (68%) of Group "A", 40(80%) of Group "B", 25(50 %) of Group "C" clerical staff and 23 (46%) of Group "D" subordinate staff were of opinion that they are always in stress in their organisation while 56 out of which 12 (24%) of Group "A", 8(16%) of Group "B", 18(36 %) of Group "C" clerical staff and 18 (36%) of Group "D" subordinate staff said "frequently".

20 respondents out of which 4 (8%) of Group "A", 2(4%) of Group "B", 7(14 %) of Group "C" clerical staff and 7 (14%) of Group "D" subordinate staff said " sometimes" whereas 2 employees out of which (0%) of Group "A", 0% of Group "B", 0% of Group "C" clerical staff and 2(4%) of Group "D"

subordinate staff were of opinion that they are they are rarely in stress in their organisation rarely communicated, supported & resources are shared in their organisation. None of the respondents said that they are never in stress.

15. Involvement in decision making

Decision-making is selection of a course of action from among alternatives; it is at the core of planning. It has been seen that cooperative decision-making leads to sense of belongingness, involvement and clarity of objectives. In situations where the impact of a decision on people is strong, its importance is high because with it is attached size of commitment, flexibility of plans ,certainty or uncertainty of goals and premises the degree to which variables can be measured and the impact on people.

Employee evolvment has become a convenient catchall term to cover a variety of techniques. It is a participative process that organization uses entire capacity of employees and is designed to encourage increased commitment to the organization's success. The underlying logic involving workers in those decisions that affect them and increasing this autonomy and control over their work live, employees will become more motivated, more committed to the organization, more productive and more satisfied with their jobs.

For groups to perform effectively, they need to maintain some form of control over members, stimulate members to perform, provide a means for emotional expression and make decision choices. Almost every communication interaction that takes place in a group or organization performs one or more of these four functions.

During the survey it was found that 78 employees out of which 38(76%) of Group "A", 25(50%) of Group "B",13(26%) of Group "C" clerical staff and 2 (4%) of Group "D" subordinate staff were of opinion that they are always involved in decision making process of their organization while 40 out of which 8 (16%) of Group "A", 12(24%) of Group "B",15(30 %) of Group "C" clerical staff and 5 (10%) of Group "D" subordinate staff said "frequently".

48 respondents out of which 3(6%) of Group "A", 11(22%) of Group "B",18(36 %) of Group "C" clerical staff and 16 (32%) of Group "D" subordinate staff said " sometimes" whereas 30 employees out of which

1(2%) of Group "A", 2(4%) of Group "B", 3(6%) of Group "C" clerical staff and 24(48%) of Group "D" subordinate staff were of opinion that they are rarely involved in decision making process in their organization. Only 4, out of which 1(2%) of Group "C" clerical staff and 3 (6%) of Group "D" subordinate staff said " never".

16. Response to your queries and needs

Motivation theories basically propose that individuals are motivated to the extent that their behavior is expected to lead to desired outcomes. Need threes has received under recognition, it has been found that unsatisfied needs motivate and satisfied need activates movement to a new need level, and high achievers are strongly motivated " and are successful entrepreneurs. Hence the needs and queries of employees should be given due attention

During the survey in railways, it was found that 86 employees out of which 36(72%) of Group "A", 30(60%) of Group "B", 10(20 %) of Group "C" clerical staff and 10 (20%) of Group "D" subordinate staff were of opinion that response to their queries and needs_is good while 81 employees out of which 13(26%) of Group "A", 15(30%) of Group "B", 33(66 %) of Group "C" clerical staff and 20 (40%) of Group "D" subordinate staff were of opinion response to queries and needs is average. While on the other hand 33 employees out of which 1(2%) of Group "A", 5(10%) of Group "B", 7(14 %) of Group "C" clerical staff and 20 (40%) of Group "D" subordinate staff were of opinion that response to queries and needs is poor

17. Working Place (Seating/ Cooling/ Heating/drinking water/ canteen/ washroom)

Adequate infrastructure facilities provided by the organization, at work place makes an employee work effectively and also leads to development of positive attitude toward his/her job. Therefore the respondents were asked whether their organization provides them a conducive work environment, by providing them with facilities like drinking water, cooling/heating facility, toilets and canteen facility etc

During the survey in railways, it was found that 34 employees out of which 13(26%) of Group "A", 16(32%) of Group "B", 2(4 %) of Group "C"

clerical staff and 3 (6%) of Group "D" subordinate staff were of opinion work place is very good while 76 employees out of which 28(56%) of Group "A", 23(46%) of Group "B", 10(20 %) of Group "C" clerical staff and 15 (30%) of Group "D" subordinate staff were of opinion work place is average. While on the other hand 90 employees out of which 9(18%) of Group "A", 11(22%) of Group "B", 38(76 %) of Group "C" clerical staff and 32(64%) of Group "D" subordinate staff were of opinion work place is poor.

18. Safety of employees and personal problems

Safety of employee is an issue which shows how an organization cares and values an employee or how important he is in the eyes of an organization. When an organization shows concern for him or with the problems he is facing whether on job or in his personnel life, he feels more committed and a sense of belonging is developed which makes him satisfied in his job.

During the survey in railways, it was found that 110 employees out of which 32(64%) of group "a", 29(58%) of group "b", 25(50 %) of group "c" clerical staff and 24 (48%) of Group "D" subordinate staff were of opinion Safety of employees and personal problems is good while 72 employees out of which 17(34%) of Group "A", 19(38%) of Group "B", 18(36 %) of Group "C" clerical staff and 18 (36%) of Group "D" subordinate staff were of opinion safety of employees and personal problems is average. While on the other hand 18 employees out of which 1(2%) of Group "A", 2(4%) of Group "B", 7(14 %) of Group "C" clerical staff and 8 (16%) of Group "D" subordinate staff were of opinion that safety of employees and personal problems is poor

19. Concessional loan facilities

To motivate employee and to develop a sense of loyalty amongst them , organization adopt some welfare measures like providing concessional loan , advances etc.

During the survey in railways, it was found that 138 employees out of which 35(70%) of Group "A", 35(70%) of Group "B", 33(66%) of Group "C" clerical staff and 35 (70%) of Group "D" subordinate staff were of opinion Concessional loan facilities is very good while 45 employees out of which 11(22%) of Group "A", 10(20%) of Group "B", 10(20 %) of Group "C"

clerical staff and 14(28%) of Group "D" subordinate staff were of opinion that Concessional loan facilities is average. While on the other hand 17 employees out of which 4(8%) of Group "A", 5(10%) of Group "B", 7(14 %) of Group "C" clerical staff and 1 (2%) of Group "D" subordinate staff were of opinion that Concessional loan facilities is poor in their organisation.

20. Medical reimbursement

The glossary of current Industrial relations and wage term has defined benefits as "supplement" to wages received by worker at the cost to the employees. These benefits satisfy social and economic goals of the employee. They also help to keep in line similar organizations, to retail and protect employees, to improve morale and create a helpful and positive attitude.

During the survey in railways, it was found that 30 employees out of which 11(22%) of Group "A", 10(20%) of Group "B", 4(8 %) of Group "C" clerical staff and 5 (10%) of Group "D" subordinate staff were of opinion facility of Medical reimbursement is very good while 76 employees out of which 25(50%) of Group "A", 22(44%) of Group "B", 16(32 %) of Group "C" clerical staff and 13 (26%) of Group "D" subordinate staff were of opinion facility of Medical reimbursement is average. While on the other hand 94 employees out of which 14(28%) of Group "A", 18(36%) of Group "B", 30(60%) of Group "C" clerical staff and 32 (64%) of Group "D" subordinate staff were of opinion Medical reimbursement facility in railways is poor.

21. Career Prospects In Railways

Good career prospects in the organization are an indicator that an organisation provides rewards for good performance which motivates the employees to work sincerely. The organization by offering good career prospects also provide recognition, appreciation and permits employees to grow and realize their potential and this results in an increase in motivation and job satisfaction level.

To bring up the level of job satisfaction an organization should go for Promotion from within when possible, reward promising! employees with

roles on interesting projects and divide jobs into levels of increasing leadership and responsibility.

An employee's performance typically is influenced by motivation, ability, and the work environment. If there are challenging opportunities open before the employees, they will make their best efforts to avail the opportunity and it will give them more satisfaction.

During the survey in railways, it was found that 79 employees out of which 33(66%) of Group "A", 12(24%) of Group "B", 14(28 %) of Group "C" clerical staff and 20 (40%) of Group "D" subordinate staff were of opinion that Career prospects in railways is very good while 86 employees out of which 13(26%) of Group "A", 24(48%) of Group "B", 29(58 %) of Group "C" clerical staff and 20 (40%) of Group "D" subordinate staff were of opinion that Career prospects in railways is average.

While on the other hand 35 employees out of which 4(8%) of Group "A", 14(28%) of Group "B", 7(14 %) of Group "C" clerical staff and 10 (20%) of Group "D" subordinate staff were of opinion prospects of Career in railways is poor.

22. Union's Support

According to Leary-Joyce (2004), great leaders know themselves well, understand that their view is just 'one view', and try to understand what makes people tick. Essentially, great leaders are others-centered and engage their coworkers and subordinates in personal talk to discover what they are about. In Railways leader of union plays an important part in increasing motivation of worker

During the survey in railways, it was found that 81 employees out of which 5(10%) of Group "A", 3(6%) of Group "B", 33(66%) of Group "C" clerical staff and 40 (80%) of Group "D" subordinate staff said union's support very good while 57 employees out of which 14(28%) of Group "A", 20(40%) of Group "B", 15(30 %) of Group "C" clerical staff and 8 (16%) of Group "D" subordinate staff were of opinion that union's support is average. While on the other hand 62 employees out of which 31(62%) of Group "A", 27(54%) of Group "B", 2 (4 %) of Group "C" clerical staff and 2 (4%) of Group "D" subordinate staff were of opinion that they have poor union's support.

23. Award And Reward For Good Performance

Reward structures and reinforcement systems are the areas that can influence employee motivation, both positively and negatively. From the survey it was found that accomplishments & victories recognized in time & meaningful manner improves the morale and satisfaction level of employees making them Y type of workers and it has been also found that these act as hygiene factors i.e. when these factors are adequate people will not be dissatisfied neither will they be satisfied.

From the survey it was found that accomplishments & victories recognized in time & meaningful manner improves the morale and satisfaction level of employees making them Y type of workers and it has been also found that these act as hygiene factors i.e. when these factors are adequate people will not be dissatisfied neither will they be satisfied.

During the survey it was found that 82 employees out of which 17(34%) of Group "A", 15(30%) of Group "B", 25(50 %) of Group "C" clerical staff and 25 (50%) of Group "D" subordinate staff were of opinion that they always receive award and reward for good performance in their organization while 62 out of which 20(40%) of Group "A", 15(30%) of Group "B", 15(30 %) of Group "C" clerical staff and 12 (24%) of Group "D" subordinate staff said they receive it "frequently".

35 respondents out of which 10(20%) of Group "A", 15(30%) of Group "B", 5 (10 %) of Group "C" clerical staff and 5 (10%) of Group "D" subordinate staff said " sometimes" whereas 16 employees out of which 3(6%) of Group "A", 5(10%) of Group "B", 3(6%) of Group "C" clerical staff and 5(10%) of Group "D" subordinate staff were of opinion that they rarely get any award & reward for their good performance. 5 employees out of which 0% of Group "A", 0% of Group "B", 2(4%) of Group "C" clerical staff and 3 (6%) of Group "D" subordinate staff were of opinion that they are never get any award & reward for their good performance.

24. Organization offer orientation, training, career, development opportunities to employees as motivators

Training education and development are three terms frequently used. These are the corner-stone of sound management for these make employees more effective and productive. It is also problem solving device. Career Development is dynamic life-giving element to any

organization

During the survey it was found that 134 employees out of which 37(74%) of Group "A", 33(66%) of Group "B", 31(62 %) of Group "C" clerical staff and 33 (66%) of Group "D" subordinate staff were of opinion that they their organization always offer orientation, training, career, development opportunities to employees as motivators while 48 out of which 12 (24%) of Group "A", 13(26%) of Group "B", 12(24 %) of Group "C" clerical staff and 11 (22%) of Group "D" subordinate staff said "frequently".

12 respondents out of which 1(2%) of Group "A", 3(6%) of Group "B", 5(10 %) of Group "C" clerical staff and 3 (6%) of Group "D" subordinate staff said " sometimes" whereas 4 employees out of which (0%) of Group "A", 1(2%) of Group "B", 1(2%) of Group "C" clerical staff and 2 (4%) of Group "D" subordinate staff were of opinion that organization rarely offer orientation, training, career, development opportunities for employees. 2 employees out of which 0% of Group "A", 0% of Group "B", 1(2%) of Group "C" clerical staff and 1 (2%) of Group "D" subordinate staff were of opinion that their organization never offer orientation, training, career, development opportunities to their employees as motivators.

25. Policies on disciplinary action stresses on positive aspect of discipline

Soft Disciplining policies for undesirable behaviors only tell them what not do. It doesn't tell them what alternative behaviors are preferred. The result is that this form of punishment fervently leads to only short form suppression of the undesirables' behaviors rather than its elimination. If the discipline rules are hard and strict then it will have more solid and long term effect.

During the survey it was found that 149 employees out of which 40(80%) of Group "A", 38(76%) of Group "B", 36(72 %) of Group "C" clerical staff and 35 (70%) of Group "D" subordinate staff were of opinion that their Policies on disciplinary action stresses on positive aspect of discipline are always their organization while 32 out of which 9 (18%) of Group "A", 9(18%) of Group "B", 8(16 %) of Group "C" clerical staff and 6(12%) of Group "D" subordinate staff said "frequently".

10 respondents out of which 1(2%) of Group "A", 2(4%) of Group "B", 3(6 %) of Group "C" clerical staff and 4 (8%) of Group "D" subordinate staff

said “sometimes” whereas 8 employees out of which (0%) of Group “A”, 1(2%) of Group “B”, 3(6%) of Group “C” clerical staff and 4(8%) of Group “D” subordinate staff were of opinion that Policies on disciplinary action rarely stresses on positive aspect of discipline

Only 1, out of which 0% of Group “A”, 0% of Group “B”, (0%) of Group “C” clerical staff and 1 (2%) of Group “D” subordinate staff were of opinion that disciplinary action never stresses on positive aspect of discipline.

26. Does Confidential Report serve as a motivator

Once the employee has been selected trained and motivated, he is then appraised for his performance. Performance appraisal is a process of evaluating an employee's performance of a job in terms of its requirements. Confidential report is a most significant and indispensable tool for management. If confidential report correctly filled provides consistent promotion and compensation, base for coaching and counseling and last but not least provide an adequate feedback for one's performance. It also serves as a basis for improving or changing behavior toward some more effective working habits. It also meets training needs and aspirations. It serves to stimulate and guide employee development. If confidential report is filled properly it may act as a motivator, and a highly motivated employee is an asset to the organization.

During the survey it was found that 92 employees out of which 24(48%) of Group “A”, 23(46%) of Group “B”, 24(48 %) of Group “C” clerical staff and 21 (42%) of Group “D” subordinate staff were of opinion that CR serve as a source of motivator in their organization while 86 out of which 20 (40%) of Group “A”, 22(44%) of Group “B”, 20(40 %) of Group “C” clerical staff and 24 (48%) of Group “D” subordinate staff said “frequently”.

16 respondents out of which 4(8%) of Group “A”, 4(8%) of Group “B”, 5(10 %) of Group “C” clerical staff and 3 (6%) of Group “D” subordinate staff said “sometimes” whereas 6 employees out of which 2(4%) of Group “A”, 1(2%) of Group “B”, 1(2%) of Group “C” clerical staff and 2 (4%) of Group “D” subordinate staff were of opinion that CR “rarely” serve as a source of motivator. No one was of opinion that CR doesn't serve as a source of motivator

27. For promotions, the Confidential Report is to be filled by supervisors. Are the bases of judgment fair, justified & known to an employee

The criteria or criterion that management chooses to evaluate, when appraising employee performance have a major influence on what employees do. The three most popular sets of criteria are individual's task outcomes, behaviors and traits. Everyone may not be perfect on all the 3 sets. If they are known before hand one can improve the criterion set and can have the advantage of effort of performance and performance reward linkages. If the employees perceive that the effort they exert leads to a favorable performance evaluation and that the favorable evaluation will lead to the reward that they value will maximize motivation. On the other hand if objectives that employees are expected to achieve are unclear and the criteria for measuring those objectives are vague and if the employees lack confidence that their efforts will lead to a satisfactory appraisal of their performance or believe that there will be an unsatisfactory payoff by the organization. When their performance objectives are achieved, we can expect individuals to work considerably below their potential

During the survey it was found that 104 employees out of which 27(54%) of Group "A", 25(50%) of Group "B", 27(54 %) of Group "C" clerical staff and 25 (50%) of Group "D" subordinate staff were of opinion that the bases of judgment are always fair, always justified & always known to an employee while 37 out of which 15 (30%) of Group "A", 12(24%) of Group "B", 5(10 %) of Group "C" clerical staff and 5 (10%) of Group "D" subordinate staff said "frequently".

32 respondents out of which 5(10%) of Group "A", 8(16%) of Group "B", 10(20 %) of Group "C" clerical staff and 9(18%) of Group "D" subordinate staff said " sometimes" whereas 18 employees out of which 3(6%) of Group "A", 4(8%) of Group "B", 5(10%) of Group "C" clerical staff and 6 (12%) of Group "D" subordinate staff were of opinion that the bases of judgment are rarely fair, rarely justified & rarely known to an employee in their organisation. 9 employees out of which 0% of Group "A", 1(2%)of Group "B", 3(6%) of Group "C" clerical staff and 5 (10%) of Group "D" subordinate staff were of opinion that the bases of judgment are never fair, neither justified & nor known to an employee

28. Do the individuals have clear, achievable goals and standards for their positions

Planning is one of the most important functions of management. It encompasses defining an organization and each employee's goals & standards. Strategy develops a comprehensive hierarchy of plans to integrate and coordinate activities. This results in optimum utilization of all resources and leading to affective and efficient employees with high morale and satisfaction level, thus making an organization a success.

During the survey it was found that 75 employees out of which 28(56%) of Group "A", 20(40%) of Group "B", 9(18 %) of Group "C" clerical staff and 18 (36%) of Group "D" subordinate staff were of opinion that they are always involved in decision making process of their organisation while 81 out of which 16 (32%) of Group "A", 18(36%) of Group "B", 25(50 %) of Group "C" clerical staff and 22 (44%) of Group "D" subordinate staff said "frequently".

18 respondents out of which 3(6%) of Group "A", 8(16%) of Group "B", 5(10 %) of Group "C" clerical staff and 2 (4%) of Group "D" subordinate staff said "sometimes" whereas 17 employees out of which 2(4%) of Group "A", 2(4%) of Group "B", 8(16%) of Group "C" clerical staff and 5(10%) of Group "D" subordinate staff were of opinion that they are rarely involved in decision making process in their organisation. 9 employees out of which 1(2%) of Group "A", 2(4%) of Group "B", 3(6%) of Group "C" clerical staff and 3 (6%) of Group "D" subordinate staff were of opinion that CR serve as a source of motivator. No one was of opinion that CR doesn't serve as a source of motivator

29. Do employees get promoted in your organization within the time-period mentioned in the promotion policy

Growth is the way of life. People need to be promoted at higher position so that they earn respect as well as monetary benefits in addition to career growth for realizing their potential to the fullest.

Promotion involves a change from one job to another that is better in terms of status and responsibility. Promotion is advancement of employee to a better job, greater responsibility, more prestige, greater skill and increased rate of pay or salary. Promotion is also an opportunity to the employee for recognition and to keep the morale and loyalty of the

employees high

During the survey it was found that 62 employees out of which 35(70%) of Group "A", 14(28%) of Group "B", 8(16 %) of Group "C" clerical staff and 5 (10%) of Group "D" subordinate staff were of opinion that they are always involved in decision making process of their organisation while 67 out of which 13 (26%) of Group "A", 24(48%) of Group "B", 15(30 %) of Group "C" clerical staff and 15 (30%) of Group "D" subordinate staff said "frequently".

47 respondents out of which 2(4%) of Group "A", 7(14%) of Group "B", 20(40 %) of Group "C" clerical staff and 18 (36%) of Group "D" subordinate staff said " sometimes" whereas 24 employees out of which 0(0%) of Group "A", 5(10%) of Group "B", 7(14%) of Group "C" clerical staff and 12(24%) of Group "D" subordinate staff were of opinion that they are they are rarely involved in decision making process in their organisation. None of the respondents said employees don't get promoted in your organization within the time-period mentioned in the promotion policy.

30. Work load

A person who is overload with work and is working for more than normal working hours is less satisfied with his/her job than a person who is working for the prescribed working hours. Spending more time on the job and working with heavy load leads to stress, less available time for one's family, resulting into various types of family problem which decreases the satisfaction of the job holder

During the survey it was found that 152 employees out of which 38(76%) of Group "A", 39(78%) of Group "B", 37(74 %) of Group "C" clerical staff and 38 (76%) of Group "D" subordinate staff were of opinion that they are always under work load in their organisation while 43 out of which 10 (20%) of Group "A", 10(20%) of Group "B", 12(24 %) of Group "C" clerical staff and 11 (22%) of Group "D" subordinate staff said "frequently".

5 respondents out of which 2(4%) of Group "A", 1(2%) of Group "B", 1 (2 %) of Group "C" clerical staff and 1(2%) of Group "D" subordinate staff said " sometimes" whereas no respondent said rarely or never.

31. Supervisors act effectively and efficiently as leaders/trainers/coach

Leadership is the ability to influence a group towards the achievement of goals. If the followers seek that their leader is self aware, self motivated, self managed, and has empathy and social skills, they start trusting them. When followers trust a leader, they are willing to be vulnerable to the leader's actions. Finding a good leader is a positive sign of motivation and job satisfaction.

During the survey it was found that 82 employees out of which 32(64%) of Group "A", 15(30%) of Group "B", 19(38 %) of Group "C" clerical staff and 16 (32%) of Group "D" subordinate staff were of opinion that Supervisors act effectively and efficiently as leaders/trainers/coach in their organisation while 46 out of which 10 (20%) of Group "A", 18(32%) of Group "B", 8(16 %) of Group "C" clerical staff and 10 (20%) of Group "D" subordinate staff said "frequently".

36 respondents out of which 7(14%) of Group "A", 12(24%) of Group "B", 8(16 %) of Group "C" clerical staff and 9(18%) of Group "D" subordinate staff said " sometimes" whereas 24 employees out of which 1(2%) of Group "A", 5(10%) of Group "B", 10(20%) of Group "C" clerical staff and 8 (16%) of Group "D" subordinate staff were of opinion that Supervisors rarely act effectively and efficiently as leaders/trainers/coach in their organisation. 12 employees out of which (0)% of Group "A", (0%) of Group "B", 5(10%) of Group "C" clerical staff and 7 (14%) of Group "D" subordinate staff were of opinion that they Supervisors never act effectively and efficiently as leaders/trainers/coach.

32. Flexibility

Flexibility is the degree to which an individual can make a difference in the task in respect of time & way. If the individual has flexibility in doing a specific task, it reduces mistakes, tension and stress and an individual too feel responsible in completing it because he has been trusted for his flexibility

During the survey it was found that 64 employees out of which 38(76%) of Group "A", 22(44%) of Group "B", 2(4%) of Group "C" clerical staff and 2 (4%) of Group "D" subordinate staff were of opinion that they they have a higher level of flexibility with them in their organisation while 31 out of

which 10 (20%) of Group "A", 15(30%) of Group "B", 3(6%) of Group "C" clerical staff and 3 (6%) of Group "D" subordinate staff said "high"

33 respondents out of which 2(4%) of Group "A", 10(20%) of Group "B", 17(34 %) of Group "C" clerical staff and 5 (10%) of Group "D" subordinate staff said " average" whereas 44 employees out of which 0% of Group "A", 3(6%) of Group "B", 23(46%) of Group "C" clerical staff and 19(38%) of Group "D" subordinate staff were of opinion that they are they are they had low amount of power with them in their organisation. 28 employees out of which 0% of Group "A", 0% of Group "B", 7(14%) of Group "C" clerical staff and 28 (56%) of Group "D" subordinate staff were of opinion that they had lower amt of flexibility.

33. Power

The degree to which the job provides freedom, independence and discretion to the individual in scheduling the work and in deciding the procedure to be used to do the job & describes the power one has in his/her job. Power gives you the chance to realize once potential and also reduce the time consumed in asking and seeking frequent approvals from one's supervisors. Power in ones job has a very close relationship with motivation and satisfaction

During the survey it was found that 70 employees out of which 38(76%) of Group "A", 27(54%) 27 of Group "B", 3(6 %) of Group "C" clerical staff and 2 (4%) of Group "D" subordinate staff were of opinion that they have a higher level of power with them in their organisation while 31 out of which 10(20%) of Group "A", 15(30%) of Group "B" ,3(6 %) of Group "C" clerical staff and 3 (6%) of Group "D" subordinate staff said "higher".

28 respondents out of which 2(4%) of Group "A", 5(10%) of Group "B", 16(32 %) of Group "C" clerical staff and 5(10%) of Group "D" subordinate staff said " average" whereas 43 employees out of which 0(0%) of Group "A", 3(6%) of Group "B", 21(42%) of Group "C" clerical staff and 19(38%) of Group "D" subordinate staff were of opinion that they are they had low amount of power with them. 28 employees out of which 0 of Group "A", 0 of Group "B", 7(14%) of Group "C" clerical staff and 21 (42%) of Group "D" subordinate staff were of opinion that they had lower amt of power.

34. Achievement

Achievement makes a person feel proud of one's effort when he/ she sees his/ her efforts being recognised and valued and this thing makes an employee feel satisfied and motivated in the job.

During the survey it was found that 49 employees out of which 31(62%) of Group "A", 12(24%) of Group "B", 3(6%) of Group "C" clerical staff and 3(6%) of Group "D" subordinate staff were of opinion that they have higher sense of achievement their organisation while 61 out of which 13 (26%) of Group "A", 20(40%) of Group "B", 18(36 %) of Group "C" clerical staff and 10 (20%) of Group "D" subordinate staff said "high".

56 respondents out of which 3(6%) of Group "A", 16(32%) of Group "B", 22(44 %) of Group "C" clerical staff and 15(30%) of Group "D" subordinate staff said " average" whereas 20 employees out of which 2(4%) of Group "A", 1(2%) of Group "B", 5(10%) of Group "C" clerical staff and 12(24%) of Group "D" subordinate staff were of opinion that they have low sense of achievement are in their organisation. 14 employees out of which 1(2%) of Group "A", 1(2%) of Group "B", 2(4%) of Group "C" clerical staff and 10 (20%) of Group "D" subordinate staff were of opinion they have lower sense of achievement.

35. Ease & Security

If the employee has ease in his work and he is able to do it without any difficulty, he doesn't get disturbed and is able to finish his work on time without asking anybody and also feels satisfied.

During the survey it was found that 118 employees out of which 38(76%) of Group "A", 26(52%) of Group "B", 27(54 %) of Group "C" clerical staff and 27(54%) of Group "D" subordinate staff were of opinion that they had higher ease & security in their job while 55 out of which 10 (20%) of Group "A", 16(32%) of Group "B", 12(24 %) of Group "C" clerical staff and 17(34%) of Group "D" subordinate staff said "high".

17 respondents out of which 2(4%) of Group "A", 5(10%) of Group "B", 6(12 %) of Group "C" clerical staff and 4 (8%) of Group "D" subordinate staff said " average" whereas 10 employees out of which 0 of Group "A", 3(6%) of Group "B", 5(10%) of Group "C" clerical staff and 2(4%) of Group "D" subordinate staff were of opinion that they are they had low ease & security in their job. No one said that had lower ease & security in

their job.

36. Recognition

In today's highly competitive global economy, most organizations are under severe cost pressures. This makes recognition programs particularly attractive. In contrast to other motivators, recognizing on employees superior performance cost little or no money but on other hand encourage increased commitment, autonomy and control, leading to motivation and job satisfaction.

During the survey it was found that 75 employees out of which 20(40%) of Group "A", 10(20%) of Group "B", 21(42 %) of Group "C" clerical staff and 24 (48%) of Group "D" subordinate staff were of opinion that they had higher sense of recognition in their organisation while 68 out of which 17 (34%) of Group "A", 14(28%) of Group "B", 17(34 %) of Group "C" clerical staff and 20 (40%) of Group "D" subordinate staff said "high".

33 respondents out of which 6(12%) of Group "A", 16(32%) of Group "B", 8(16 %) of Group "C" clerical staff and 3 (6%) of Group "D" subordinate staff said " average" whereas 17 employees out of which 5(10%) of Group "A", 7(14%) of Group "B", 3(6%) of Group "C" clerical staff and 2(4%) of Group "D" subordinate staff were of opinion that they had low recognition . 7 employees out of which 2(4%) of Group "A", 3(6%) of Group "B", 1(2%) of Group "C" clerical staff and 1 (2%) of Group "D" subordinate staff were of opinion that they had lower sense of recognition in their jobs.

37. Competition

Competition is one of the *interpersonal* factors. Competition motivates behavior because people can enhance their own self-esteem when they are able to make comparisons of their own performance to that of others. While all learners appear to be motivated to some extent by competition, the importance of competition is greater for some learners than for others. These differences are often related to the person's previous experience or to the importance that cultures or subcultures place on competition versus cooperation.

During the survey it was found that 84 employees out of which 22(40%) of Group "A", 28(20%) of Group "B", 29(42 %) of Group "C" clerical staff

and 5 (48%) of Group "D" subordinate staff were of opinion that they had higher competition in their organisation while 61 out of which 18(36%) of Group "A", 18(36%) of Group "B", 15(30 %) of Group "C" clerical staff and 10 (20%) of Group "D" subordinate staff said "high".

22 respondents out of which 5(10%) of Group "A", 3(6%) of Group "B", 4(8 %) of Group "C" clerical staff and 10 (20%) of Group "D" subordinate staff said " average" whereas 28 employees out of which 5(10%) of Group "A", 1(2%) of Group "B", 2(4%) of Group "C" clerical staff and 20(40%) of Group "D" subordinate staff were of opinion that they had to face low competition . 5 employees out of which 0 of Group "A", 0 of Group "B", 5(10%) of Group "C" clerical staff and 5 (10%) of Group "D" subordinate staff were of opinion that they had to face lower competition in their jobs.

38. Medical benefit

Railways provides free medical facility to all its employees which is a great source of satisfaction. In case of any reason, if the employees go for private treatment then the expenses are reimbursed by the railways.

During the survey it was found that total 100, out of which 37 employees of which 10(20%) of Group "A", 11(22%) of Group "B", 8(16 %) of Group "C" clerical staff and 8 (16%) of Group "D" subordinate staff were of opinion that medical facilities in railways plays an important role in satisfying an employee.

39. Compassionate appointment

Compassionate appointment provides the greatest sense of security that his family will have a source of income even if he is no more. If an employee loses his life while he is on job then his job is given to one of his dependents who is most suitable for that post. This factor proves to be a major point of satisfaction.

During the survey it was found that total 100, out of which 21 employees of which 2(4%) of Group "A", 1(2%) of Group "B", 8(16 %) of Group "C" clerical staff and 10(20%) of Group "D" subordinate staff were of opinion that compassionate appointment in railways plays an important role in satisfying an employee.

40. Pass benefit

Railways tries to provide maximum satisfaction and motivation by providing various facilities and schemes. Free passes are given to all the railways employees and they can travel free of cost which gives them a great sense of belonging being in railways.

During the survey it was found that total 100, out of which 36 employees of which 12(24%) of Group "A", 14(28%) of Group "B", 3(6 %) of Group "C" clerical staff and 7(14%) of Group "D" subordinate staff were of opinion that pass facilities in railways plays an important role in satisfying an employee.

41. Housing benefit

Railways provides for all its employees housing facility, the rent of which is very less and hence is easily affordable by all.

During the survey it was found that total 100, out of which 39 employees of which 15(30%) of Group "A", 13(26%) of Group "B", 9(18 %) of Group "C" clerical staff and 2(4%) of Group "D" subordinate staff were of opinion that housing facilities in railways plays an important role in satisfying an employee.

42. Staff welfare fund/recreation

Various schemes has been provided by Railways so that employees can get benefited. Apart from that various clubs etc have been opted so that employees can get a change and can enjoy with their families which is a great source of motivation and satisfaction.

During the survey it was found that total 100, out of which 33 employees of which 7(14%) of Group "A", 4(8%) of Group "B", 12(24 %) of Group "C" clerical staff and 10(20%) of Group "D" subordinate staff were of opinion that Staff welfare fund/recreation in railways plays an important role in satisfying an employee.

43. Incentives/Loans /advances/ allowances/bonus

Incentives and financial benefits in job is one of the most prominent feature leading an employee motivated. Here railways provides various

forms of loans, advances, bonus and incentives which motivates and satisfies an employee.

During the survey it was found that total 100, out of which 34 employees of which 4(8%) of Group "A", 7(14%) of Group "B", 10(20 %) of Group "C" clerical staff and 13(26%) of Group "D" subordinate staff were of opinion that_Incentives/Loans /advances/ allowances/bonus in railways plays an important role in Incentives/Loans /advances/ allowances/bonus satisfying an employee.

FINDINGS OF RESEARCH

Kind of work

Majority of employees in Railways had desk work to do. It was only in Group D that the maximum employees were involved in field work. Rest majority from group A and C had desk work where as Group B had equal involvement in both.

Job Security

Research reveal that all employees in Railways have high degree of Job security in their job

Relations With Colleagues, Supervisors And Subordinates

It is found that majority of direct officers, promotee officers, clerical staff and labour employees had good interpersonal relations with their colleagues, supervisors and subordinates irrespective of the cadres to which they belong.

Award And Reward For Good Performance

The survey revealed that majority of employees were of the opinion that their organisation recognizes their good work, their good performance and proper award and reward is given to them.

Organisation Encourages Open Communication

It is found that most of the employees say that open communication is there in railways however group D employees feel that they are not encouraged much for open communication

Training and Development Opportunities

Large majority of employees of all cadres agree that railways gives proper training and development opportunity

Policies on Disciplinary Actions Stresses on Positive Aspect

The respondents under the survey provided us the information that most of the employees agree that the policies on disciplinary actions stresses on positive aspect.

Work Load

The responses received from the railways employees stated that majority of them specially group A & B said that they are always work loaded.

Career Prospects

Survey revealed that group A said it has excellent career prospects while opinion of other three groups about career prospects in railways was average.

Incentives / Fringe Benefits And Perks

It is found that general opinion of railways employees about Incentives / fringe benefits and perks was average. Most of the Group C & Group D employees said they have good Incentives / fringe benefits and perks where as employees of Group A & B said it is average

Supervisors Act Efficiently As Leaders, Trainers and Coach

Majority of railways employees feel that their supervisors act as good trainer, leader and coach.

Satisfaction with the Promotion Condition

Railways employees are averagely satisfied with promotion condition Group A & D are most satisfied with their conditions of promotion where as Group B & C were not satisfied to that degree.

Individual Have Clear and Achievable Goals

Many of the respondents of group C & D said that they frequently have clear and achievable goals where as majority of Employees of Group A & B said that they have clear and achievable goals in their organisation.

Confidential Report Judgment is Known to the Employee

Majority of employees were of the opinion that whatever judgment of the confidential report is, it is always known to the employee.

Confidential Report Serves as a Source of Motivator

There is the provision of confidential report which serves the purpose of feedback It is found that majority of respondents agree that confidential report serves as a source of motivator

Concessional Loan Facility

Railways gives the facility of concessional loan to its employees. It is found that majority of group A officers, Group B officers, clerical staff and group D employees are satisfied with the concessional loan facility provided to them.

Stress At Work

Majority of Group A & B staff said that they are always under stress where as Group C & D said they frequently have stress.

Union's Support

According to the survey, majority said unions support is good. Group C & group D praised the support of union but for Group A & Group B said it was poor.

Competition

Majority of the respondents said that there is higher competition in Railways. In Group B & Group C competition is higher

Interest

Majority of the respondents said that the work they are doing is of their interest.

Flexibility

Group A and Group B enjoy higher degree of flexibility in the job whereas Group C and Group D have low Flexibility

Ease and Security

Majority of the respondents enjoy ease and security in the job

Power

Group A and Group B said that they have higher degree of power with them where as Group C and Group D said that the amount of power which they possess was lower

Grievances Handling

Majority of respondents said that grievance is handled periodically in their organisation where as group C and Group D didn't agree with the statement

Achievement

Group A has the highest sense of achievement whereas achievement of Group B is high. Group C & Group D have average sense of achievement

Time You Get With Your Family

According to the survey it was found that Group A & Group B gets Insufficient time for their families where as group C & Group D gets sufficient time

Promotion According To the Mentioned Time Period

It is found that majority of respondents say that promotion done within the time period is frequent. Only Group A says, it's always within the time period mentioned while others don't agree with this statement.

Working Conditions

Majority of the employees were of the opinion that the working conditions of the organisation is good.

Working Place

Majority of the employees were of the opinion that the working place of the organisation is good specially Group 'C' & 'D' staff.

Fair Recognition System

a majority of Group A employees said that the recognition system is fair. Rest employees of other groups didn't agree with the statement.

Involvement in Decision Making Process

Group A and Group B are of the opinion that they are always involved in the decision making process where as Group C and D feels that they are less involved in the process

Measurement of Performance

Majority of respondent said that the performance is measured quantitatively. Group C and D supported the statement most whereas Group A and Group B said the basis of performance is qualitative

Safety of Employees and Working Conditions

It has been found that there is good provision of safety for railways employees. The survey revealed that the provision of safety of employees and working condition is rated as good by majority of railways employees.

Response to Your Queries and Needs

a majority of railways employees feels that the response given to their needs and different queries is good.

Reimbursement Benefit

Railways has the policy of reimbursing medical expenses, and expenses incurred on law suits by its employees.

The survey revealed that the majority of employees are of the opinion that reimbursement provided by the railways for medical expenses is not satisfactory.

Medical Facility

According to the survey, most of the employees support medical facility as one of the most important facility which the railways has given to its employees

Housing facility

All the employees are satisfied with the provision of housing.

Pass Facility

In the survey it is found that the entire railways employees feel satisfied with the pass facility specially Group "A" & "B".

Recognition

According to the survey it is found that all the railways employees feel a sense of recognition while being in the job specially Group "A" & Group "B".

Career Progression

In the survey though employees feels high about progression of their career in railways whereas group A employee has the higher feeling comparatively.

OVERVIEW OF FINDINGS

(i) Profile Of Majority of Group "A" Staff

Age	31-40
Sex	males
Education	Post graduates
Monthly Salary	9000/-13500/-
Marital Status	Married
Type of Family	Nuclear
Working Hours	10-6, No fixed timings other wise

Following are the factors in Railways which cause either high satisfaction or high motivation or both.

1.	Job security
2.	Working conditions
3.	Policy on discipline
4.	Power
5.	Flexibility
6.	Involvement in decision making
7.	Relationship
8.	Training
9.	Fair recognition
10.	Response to queries and needs
11.	Promotion
12.	Open communication
13.	Grievance handling
14.	Loan facility
15.	Career prospects
16.	Supervisor as leader trainer
17.	Safety
18.	Achievement
19.	Interest
20.	Satisfaction with promotion
21.	Clear goals
22.	Confidential Report's judgment is Known to the employee
23.	Confidential Report Serves As Motivator
24.	Career progression
25.	Recognition

Following are the factors in Railways which cause either satisfaction or motivation or both.

1.	Incentives
2.	Level of achievement
3.	Working place
4.	Medical
5.	Competition
6.	Award

Following are the factors in Railways which cause either dissatisfaction or demotivation or both.

1.	Work Load
2.	Stress
3.	Union Support
4.	Time With Family

(ii) Profile Of Majority of Group "B" Staff

Age	51-60 years
Sex	Males
Education	Post graduates
Monthly Salary	Not less than 13500/-
Marital Status	Married
Type of Family	nuclear
Working Hours	10-5, no time limitation otherwise

Following are the factors in Railways which cause either high satisfaction or high motivation or both.

1.	Job Security
2.	Relationship
3.	Working Conditions
4.	Policy On Discipline
5.	Loan Facility
6.	Training
7.	Grievance Handling
8.	Response To Queries And Needs
9.	Safety
10.	Competition
11.	Power

12.	Open Communication
13.	Involvement In Decision Making
14.	Confidential Report's judgment is Known to the employee
15.	Confidential Report Serves As Motivator
16.	Flexibility
17.	Interest
18.	Clear Goals

Following are the factors in Railways which cause either satisfaction or motivation or both.

1.	Incentives
2.	Career Progression
3.	Achievement
4.	Fair Recognition
5.	Level Of Achievement
6.	Promotion
7.	Recognition
8.	Career Prospects
9.	Working Place
10.	Medical
11.	Satisfaction With Promotion
12.	Supervisor As Leader Trainer
13.	Award

Following are the factors in Railways which cause either dissatisfaction or demotivation or both.

1.	Stress
2.	Work Load
3.	Time With Family
4.	Union Support

(iii) Profile Of Majority of Group "C" Staff

Age	51-60
Sex	Males
Education	Post graduates
Monthly Salary	Less than 9000/-
Marital Status	Married
Type of Family	Joint
Working Hours	10-5

Following are the factors in Railways which cause either high satisfaction or high motivation or both.

1.	Job Security
2.	Relationship
3.	Policy On Discipline
4.	Loan Facility
5.	Training
6.	Union Support
7.	Working Conditions
8.	Working Place
9.	Confidential Report's judgment is Known to the employee
10.	Award
11.	Safety
12.	Competition
13.	Incentives
14.	Confidential Report Serves As Motivator
15.	Open Communication
16.	Recognition
17.	Supervisor As Leader Trainer

Following are the factors in Railways which cause either satisfaction or motivation or both.

1.	Achievement
2.	Time With Family
3.	Level Of Achievement
4.	Promotion
5.	Safety
6.	Career Progression
7.	Fair Recognition
8.	Career Prospects
9.	Clear Goals
10.	Involvement In Decision Making
11.	Interest
12.	Grievance Handling

Following are the factors in Railways which cause either dissatisfaction or demotivation or both.

1.	Working Place
2.	Work Load
3.	Medical
4.	Flexibility
5.	Power
6.	Stress
7.	Satisfaction With Promotion

(iv) Profile Of Majority of Group"D" Staff

Age	41-50
Sex	Males
Education	High School or Less
Monthly Salary	4000/- or Less
Marital Status	Married
Type of Family	Joint
Working Hours	10-5

Following are the factors in Railways which cause either high satisfaction or high motivation or both

1.	Job Security
2.	Union Support
3.	Policy On Discipline
4.	Loan Facility
5.	Relationship
6.	Training
7.	Satisfaction With Promotion
8.	Incentives
9.	Working Place
10.	Award
11.	Working Conditions
12.	CR Known
13.	Safety
14.	Recognition
15.	Supervisor As Leader Trainer

Following are the factors in Railways which cause either satisfaction or motivation or both

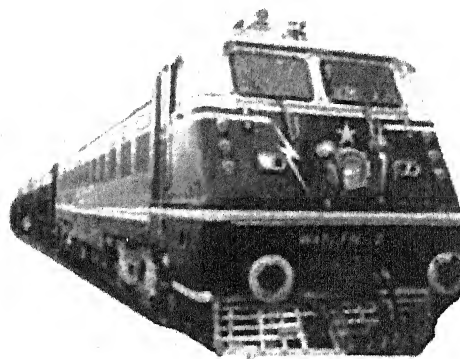
1.	Level Of Achievement
2.	Time With Family
3.	Promotion
4.	Fair Recognition
5.	Career Progression
6.	CRAs Motivator
7.	Achievement
8.	Interest
9.	Open Communication
10.	Clear Goals
11.	Grievance Handling
12.	Safety
13.	Career Prospects
14.	Competition

Following are the factors in Railways which cause either dissatisfaction or demotivation or both

1.	Flexibility
2.	Power
3.	Work Load
4.	Medical
5.	Working Place
6.	Involvement In Decision Making
7.	Stress



CHAPTER – 9



Conclusion & Suggestions

CONCLUSION

Job Security

Job Security is one of the most important needs that people desire in their job. This is quite evident from the higher preference given to government and public sector job in comparison to the private sector job. Job security affects the satisfaction level to a great extent.

Given that security is one of the most basic of human needs, employee perceptions of employment security may influence attitudes, such as job satisfaction, organizational commitment, and organizational cynicism and distrust. Job insecurity may reduce employees' perceptions of their ability to plan for and control their work performance, and ultimately their confidence in their ability to perform their job. Job insecurity also may lead to reduced work effort, poor relationships with co-workers and supervisors, and the propensity of the most talented employees to leave the organization (Adkins, Werbel, and Fahr 2001; Davy, Kinicki, and Scheck 1997; Greenhalgh and Rosenblatt 1984).

Railway offers excellent job security. An average employee will think of job security first rather than other factors to get settle in life. It has been seen that employees secured in job are more satisfied in their job. Employees were satisfied with their jobs as they said they had full job security

Honorarium

'Honorarium' means a recurring or non-recurring payment granted to a Railway servant from the Consolidated Fund of India or State for special work of an occasional or intermittent character either so laborious or such of special merit as to justify a Special reward.

Consistent with reinforcement theory, rewarding a behavior with recognition immediately follow that behaviour is likely to encourage its repetition. It is easy to get work done willingly & enthusiastically from motivated employees as fair recognition system acts as a tool for control. The Japanese have been especially effective at making suggestion systems work. Therefore it can be said after seeing the responses of employees that honorarium plays an important part in increasing the motivation and job satisfaction of railway employees because it helps in gaining recognition , praise and monetary benefit, which being factors of motivation and satisfaction, again increases the

level of job satisfaction and motivation of employees. Employees were motivated and satisfied with the honourarium system in the organizations as they said that their work is recognized and accordingly they are honoured.

Awards

Crimson's research on the relationship between public service motivations and performance proposes that "organizations can expect favorable outcomes when incentives and individual motives are congruent" (1997, 508). If organizations seek to increase employee commitment to organizational goals or loyalty to the organizational mission, they need to provide congruent symbolic rewards and recognitions, moving away from sole reliance upon financial contracts. This allows employees to feel that their contributions favorably compare to the benefits received. Expectation of rewards and awards are two separate constructs that refer to the degree to which the respondent anticipates that good job performance will result in some reward (be it formal promotion or informal recognition) and that poor job performance will result in some punishment (either reprimand or formal demotion). They also help to keep in line similar organization, to retain and protect employees, to improve moral and create a helpful and positive attitude. In contrast to most other motivators, recognizing on employees superior performance costs little or no money but on other hand encourage increased commitment, autonomy and control, and leading to motivating and satisfaction.

The policy of recognising the services of Railway employees for their outstanding performance and granting of Awards are in vogue since long. For this purpose a number of schemes have been introduced in the various fields of Railway working.

The Railway employees are eligible for consideration for awards under Prime Minister's Shram "Awards" scheme to workmen in recognition of their outstanding contribution towards the production and for showing exemplary zeal and enthusiasm in their duty. The system of granting awards to good workers are being further intensified to make the award more attractive.

Employees are of the opinion that there is a fair system of awards in railways which helps them motivate even for more better performance in future

Holidays / Time with family

The Central Government offices observe not more than 16 bare holidays in a calendar year. Out of these 11 are compulsory holidays i.e. three National Holidays, and 8 holidays relating to minority communities the remaining 5 noncompulsory days being determined once for all non gazetted staff who do not enjoy public holiday as they cannot be relieved of their duties on those days are granted 9 holidays, three national holidays and six other specified holidays to be chosen by the staff representatives in accordance with general directives of the government.

It has been found that organization that offer an umbrella of work , proper holidays, flexible hours, job sharing, telecommuting etc. have reduced conflict between work and family obligations, resulting improved employees morale and productivity and reducing absenteeism

When a person receives proper holidays, he gets plenty of time for solving his family related matters. He also feels much relaxed and stress free. In case he has not been given any holiday because of some reason, he gets properly paid for each holiday. Therefore railway employees are satisfied with the provision for holidays & feel more job satisfied.

Overtime /work load

How good an employee's behaviour, his professional and personal life is , the maximum of it depends upon the work load he has on his job. Excess of work load influences a person's behaviour to a great extent. Over time or work load in large can lead to tension, frustration and depression.

Railway gives overtime to its C and D employees incase they work more than their normal hours. With every extra hour they are paid over time. The officers are dissatisfied with their long working hours and excessive workload as they lead to availability of insufficient time for their family and a feeling of fatigue at the end of the day. Working in such a condition for a long period of time may affect their physical, mental and social health, resulting in a deterioration of their work performance and family life.

During the survey the researcher encountered problems in interviewing the managers and officers on account of their busy schedule.

Workers participation in management:

Proponents of participation suggest that participation like shared decision making may improve employees' satisfaction with goals set and the process by which such decisions are made, strengthening employees' commitment to such decisions as well as their sense of justice in the process. The ability to take part in workplace matters & in decision making also may influence the performance cycle. Participation in workplace decisions may positively moderate not only employees' commitment to goals, but also their ability to develop strategies to undertake difficult tasks.

Work participation is a more global term and is defined as a normative belief that is historically caused to a person on the work. Employee participation has become a convenient catchall term to cover a variety of techniques. It is a process that organization uses entire capacity of employees and is designed to encourage increased commitment to the organization's success. In a narrow sense, employee participation is "joint decision making or influence sharing between employees and managers" (Doucouliagos 1995, 60).

In Indian Railways, workers' participation in a limited form has been in practice for a long time by associating their representatives in different spheres like Staff Benefit Fund Committee, Quarters Committee, Housing committee, Canteen Management Committee, Hospital visiting Committee, Labour Advisory Committee, Executive Committees, Joint Committees, Workshop Productivity Councils, but now as a further step towards participation in management, the following machineries have lately been set up in Indian Railways :

Corporate Enterprise Groups Of Management And Labour

- (a) Corporate Enterprise Group at Railway Board's level
- (b) Zonal Corporate Enterprise Group at Zonal Railways
- (c) Divisional Corporate

As Bowditch and Buono conclude, "...if people are expected to exhibit greater commitment to and motivation toward their work, the organization, and its goals, they must be provided with opportunities to fulfill valued personal goals such as a sense of autonomy, authority, and influence over organizational decision-making processes" (2005, 89).

Participation is "a conscious and intended effort by individuals at a higher level in an organization to provide visible extra-role or role-expanding opportunities for individuals or groups at a lower level in the organization to have a greater voice in one or more areas of organizational performance" (Glew et al.). . The underlying logic involving workers in those decisions that affect them and increasing this autonomy and control over their work live, employees will become more motivated, more committed to the organization, more productive and more satisfied with their jobs. Employees were satisfied with the employee involvement in decision-making process with in their jurisdiction.

The more an employee participate in organization's effort , the more he feels sense of importance and belonging towards that organization. Hence increases motivation and satisfaction.

Zonal Training Schools

Training education and development are three terms frequently used. These are the corner-stone of sound management for these make employees more effective and productive. It is also problem-solving device. Career Development is dynamic life-giving element to any organization. Most organizations have some type of systematic training program., Social learning theory offers such a guide .It tells us that training should offer a model to grab the trainees attention, provide motivational properties, help to file away what he or she has learned, provide opportunity to practice new behaviors, offer positive rewards for accomplishments.

Railways attach considerable importance to provide training to all categories of staff with a view to improve their skills and ability. Training is imparted in Railway Zonal Schools, Systems Schools and other such institutions in each Railway. Arrangement of training also satisfies and motivates an employee because trained employees can do work easily and more efficiently.

During my research I found that majority of employees agree and feel that their organisation provide them adequate training and development opportunities which increases their confidence level and their learning and also help in their career progression. Therefore it can be said that railway employees feel much satisfied by the training offered by Indian railway

Staff Grievance

Railways pay attention to general and individual welfare of workers with a view to maintain and improve the mental and moral health of workers and to effect an all round improvement in the employees working and living condition. The necessity of a proper psychological approach in dealing with the staff matters is appreciated in Railways so that even the humblest railway man is made to feel that his work is important. Accordingly, none of the workers in Railways is neglected and legitimate interests of each of them are protected.

A Welfare organisation is functioning on each Railway to look after the interest and well-being of the staff. Employees were of the opinion that they were satisfied with the periodic grievance handling of their organization

Assured Career Progression Scheme

On the recommendations of the 5th C. P.C., by the Railway Board, that efforts should be made to improve the promotional prospects in such cadres on functional ground, by way of organizational studies, cadre reviews etc. as per prescribed norms. It may however be stated that Group 'A' Railway services will not come under this scheme. But isolated posts in group 'A', 'B', 'C', and 'D' categories will come under this scheme. On completion of 12 years and 24 years of regular service the benefit of financial up gradation is given to the employees to mitigate hardship. Only two financial up gradations under this ACP scheme are given in the entire service to an employee. The first financial up gradation will be given after 12 years provided an employee does not get any promotion in usual manner and the second up gradation will be given after another 12 years of regular service from the date of the first financial up gradation provided the employee has not been promoted after the first financial up gradation.

A person is motivated and satisfied in an organisation in which he sees his growth and good career prospects. Stagnation leads to demotivation and in turn dissatisfaction with job. If an organisation has good career prospects', an employee will feel highly motivated and satisfied and if there lacks good career prospects, employees are more likely to leave organisation and switch to the one which has good career prospects. This scheme is beneficial as Employees were averagely motivated and satisfied with the career prospects in railways. Group "A "employees were very much satisfied as they had a

time bound promotion. Group B & C were not so much satisfied by the promotion process as they felt there was biasness and competition. Those who don't get promotion for a long period for them this scheme is very beneficial.

Appointment on Compassionate Grounds

Appointment on compassionate grounds relate to those appointments which are given to dependents of railway employees who lost their lives in the course of duty or die in service or become crippled while in service or develop serious ailments like heart diseases, cancer etc. and are medically incapacitated for further service.

In railways one of the most important factors which has motivated and satisfied an employee being in railway is "job security" to himself and his family. One can't be removed from the service very easily there are strict rules and one has enough opportunity to prove his part.

In case something happens to him, railway has made proper arrangement for his family by giving compassionate appointment to one of the members of his family. Therefore it has been proved that employees feel satisfied and have great sense of relief by the provision of appointment on compassionate grounds, being in railway

Confidential Report

Performance appraisal is a process of evaluating an employee's performance of a job in terms of its requirements. Confidential report is a most significant and indispensable tool for management. If confidential report correctly filled provides consistent promotion and compensation, base for coaching and counseling and last but not least provide an adequate feedback for one's performance. It also serves as a basis for improving or changing behavior towards some more effective working habits. It also meets training needs and aspirations. It serves to stimulate and guide employee development.

Performance Appraisal has sometimes been referred to as Achilles heel of managerial staffing but it is a major key to managing itself. The ideal approach should be free from personal biasness & prejudices (idiosyncrasies).. Proper Justification of appraise method should be provided to employees in order to create and maintain a satisfactory level of performance employees in

their present jobs, to highlight needs and opportunities, aid in 'decision-making for promotions, transfers and discharges. The general consensus regarding effectiveness of feedback is that positive constructive feedback enhances employee motivation (Ambrose & Kulik, 1999; Deci, Koestner, & Ryan, 1999; Gagne & Deci, 2005; Huszycz, 2004; Lewis, 2003). Gagne & Deci's (2005) meta-review highlighted that negative feedback can undermine both extrinsic and intrinsic motivation, leaving people demotivated. Negative feedback should therefore be carefully evaluated before it is given.

Employees were highly satisfied with the judgement of the confidential report and maximum respondents feel that confidential report serves as a source of motivator in the organizations

Staff Welfare

Welfare measures are designed to effect an all round improvement in the employees working and living condition.

Welfare activities improve the mental and moral health and efficiency of workers. They assist in maintenance of industrial peace. According to Sri H. S. Kirkaldy, the whole field of welfare is one in which much can be done to combat the sense of frustration of the industrial worker, to relieve him of personal and family worries, to improve his health, to afford him means of self-expression, to offer him some sphere in which he can excel others, and to help him to a wider conception of life. Welfare measures do not only bestow benefit to the workers but these also pay immediately and in the long run the benefits to employers as well. A welfare organisation is functioning on each Railway to see to the welfare of the staff.

Different Welfare Schemes

Indian Railways are the biggest enterprise in the country.

With a view to keep the staff contented as regards their entitlements, they have taken programmed methods to meet the grievances of the staff. Moreover, they also provide different welfare measures for the benefit of the staff, which in brief, are as follows-

- a) Facilities for sports activities;
- b) Institutes and recreation clubs;

- c) Cultural associations;
- d) Scouting movements;
- e) Mahila Samities/Handicraft centres;
- f) Children's camps for railway employees' children;
- g) Educational tours of Industrial workers;
- h) Mobile libraries for staff posted at way side stations;
- i) Providing Holiday Homes for all railway staff for spending their holidays at suitable places at nominal cost;
- j) Provision of Holiday camps for employees and their children in Kashmir;
- k) Canteen facilities where food is available at reasonable rates to employees;
- l) Arrangement for vocational training at Training centres,
- m) Schooling facilities and educational assistance for children of railway employees,
 - (ii) Subsidised hostels,
 - (iii) Scholarships for technical education to children, dependent brothers/sisters reading in pure Science/Applied Science, Engineering, Medical Science, etc.;
 - (iv) Supply of uniforms to Railway employees' children reading in Railway schools; &
- n) Medical attendance and assistance for employees and their dependents.
- o) Cooperative housing society

Medical Facilities and reimbursement

Railway has provided railway hospitals, dispensaries, child welfare centres, family planning centres for the benefit of railway servants, their family members including dependents and the assistance of welfare inspectors could be availed of in case any difficulty arises or guidance required.

All the railway employees irrespective of the cadre to which they belong were dissatisfied with the reimbursement of medical expenses incurred by them on themselves or their dependants.

A close investigation revealed that firstly the reimbursement limit is too low as the prices of medicines, consultation fees of the doctors, charges of diagnostic centers and charges of hospital, nursing homes etc. have increased whereas the railway has not revised its reimbursement limits proportionately.

Staff Benefit Fund

A Railway Staff Benefit Fund is maintained for each Railway. The Fund is used mainly for the benefit of the non gazetted staff.

The Committee managing the fund shall spend from the fund on the following objects-

- (a) Education of the Staff and of their children when no assistance is admissible
- (b) Recreation and amusements of the staff and their children.
- (c) Relief of distress amongst the members or ex-members of the staff and their families not provided for under any other rules.

Such schemes for sickness or maternity benefits to the families of the staff as are not covered by the Medical Attendance rules.

Any other object which in the opinion of the committee is for the benefit of the staff, for which approval of G. M. will be obtained.

Railway Quarters

Railways make provisions for railway quarters at or nearby Railway stations as far as possible for housing their employees. Some quarters at all stations are earmarked for being allotted to the staff who are required to remain close to the site of their working places and allotments of these quarters are made to such categories of staff on their posting at such places/establishment

A general list of the rest of the quarters, department-wise are maintained and the staff applying for allotment of quarters are given such allotment on priority basis from among those who apply for same and the names are maintained in the general waiting list.

There are different types of railway quarters viz. Type I, Type II, Type III, Type IV and Type V and railway employees will be allotted the quarters according to the entitlements based on the scale of pay they are in receipt of.

Standard rent has been fixed at flat rates for each type of quarters throughout the Indian Railway

Flexible benefits turn the benefits expenditure into a motivator. For employees flexibility is attractive because they can tailor their benefits and levels of coverage to their own needs.

Productivity Linked Bonus

The grant of Productivity Linked Bonus is intended to provide substantial motivation towards achieving higher productivity by way of increased output by the employees and improved quality of service. PLB is payable to all non-Gazetted Staff employees

Reinforcement theory focuses on the relationship between the target behavior (e.g., performance) and its consequences (e.g., pay) (Skinner 1969), and is premised on the principles and techniques of organizational behavior modification (Luthans 1973; Stajkovic and Luthans 1997). Organizational behavior modification is a framework within which employee behaviors are identified, measured, and analyzed in terms of their functional consequences (i.e., existing reinforcements) and where an intervention is developed using principles of reinforcement (Luthans and Kreitner 1975; Stajkovic and Luthans 1997).

PLB was a great source of motivation as workers get financial benefit which leads them to work more. They said they feel highly motivated by this scheme

Incentive Bonus Scheme

With a view to increase the productivity of Workshop and Production Units and creating incentive for the employees and their supervisors, an incentive scheme has been in existence on the Railway for number of years

The "time saved" by each workman is covered into money values at the rate per hour or per day he is paid and the total value of "Time Saved" or part thereof is paid to him as his profit.

Reviews that included the public sector appear to be at odds with findings of reviews examining financial incentives in the private sector or in lab settings using college students. In general, these reviews suggest that merit pay and pay-for-performance systems in the public sector generally have been unsuccessful, have little positive impact on employee motivation and

organizational performance, and fail to show a significant relationship between pay and performance. These reviews, however, do note that the failure to find a significant pay-performance relationship is likely due to a lack of adequate funding for merit pay and the organizational and managerial characteristics necessary to make pay-for-performance work in traditional government settings.

This is another source of motivation for the employees and employees said that they are highly motivated with the incentive bonus scheme of railway.

Permanent Negotiating Machinery

With the object of maintaining contact with labour and resolving disputes and differences which may arise between them and the administration, through the process of negotiation, a machinery known as the Permanent Negotiating Machinery has been set up in Railways.

Employees said they are satisfied as all the doubts, complaints, disagreements and grievances which they have are easily solved with the help of this machinery.

Worker's Participation in Management:

The scheme of Workers' Participation in Management owes its origin to the Whitely Committee (UK.) 1917 which recommended that workers should be given "a greater opportunity of participating in the discussion about, and adjustment of, those parts of industry by which they are most effected".

The philosophy underlying this industrial system is that, such a measure would help in (a) promoting increased productivity for the general benefit of the enterprise, the employees and the community, (b) giving employees a better understanding of their role in the working of industry and of the process of production; and (c) satisfying the workers' urge of self-expression, thus leading to industrial peace, better relations and increased co-operation.

In a narrow sense, employee participation is "joint decision making or influence sharing between employees and managers" (Doucouliagos 1995, 60). More broadly, participation is "a conscious and intended effort by individuals at a higher level in an organization to provide visible extra-role or role-expanding opportunities for individuals or groups at a lower level in the

organization to have a greater voice in one or more areas of organizational performance" (Glew et al. 1995, 402).

Our review of reviews finds that participation, broadly defined, generally leads to higher satisfaction with organizational processes and decisions, and ultimately to stronger commitment to the organization. Spector (1986) summarizes that employees who perceive more control at work are more satisfied, more motivated, and more committed to the organization. Shared decision making may improve employees' satisfaction with both decisions made and the process by which such decisions are made. This may strengthen employees' commitment to decisions, as well as their sense of justice in the process (Cawley, Keeping, and Levy 1998) and their trust in the organization (Nyhan 2000). Employees were motivated and satisfied their participation in organization.

Working Place (seating, branch lay out, cooling, heating, drinking water, canteen, washroom)

Atmosphere is important in motivating & satisfying employees in an organization

The cooling / heating facility provided by the organization in its branches is a cause of great dissatisfaction amongst the employees. Dissatisfaction with this factor was a matter of surprise for the researcher as during the survey it was observed that all the branches were having air coolers fitted in their premises. An inspection of air coolers revealed that they were not effective as the maintenance was quite poor.

Secondly the layout of the branch and inadequate space restricted the installation of additional air coolers.

The state of washroom is also a cause of dissatisfaction amongst the employees. It is a place which is frequented by all employees several times a day. The researcher after inspecting the washroom is also of the opinion that they are in a very shabby state.

Another cause of dissatisfaction is the lack of canteen facility within the premises. For the supply of eatables and drinks, employees depend upon the services of the subordinate staff and thus a lot of time of the subordinate staff responsible for providing refreshments is consumed.

Working Conditions (illumination, equipments, machinery, tools)

Even Quality circles concept has improved employee productivity and satisfaction. This shows that if organization promotes quality and safe work place, up to a large extent the industrial disputes can be minimized. Employees were highly satisfied with the fact that the organization provides employees with good working conditions involving illumination, equipments, tools, machineries etc. and therefore promotes quality and safe work place

Relationships With Supervisors, Subordinated and Colleagues.

High levels of performance are partially a function of an absence of obstacles that constrain the employees. Same way importance of good relations show needs for affiliations, the desire to be liked and accepted by others. The notion that managers and organization can control level of employee's job satisfaction and motivation is inherently attractive. Work motivation is the effort an employee exerts in performing the job and the degree to which she or he is self-motivated to perform effectively on the job. People get more out of work than merely money or tangible achievements. Work also fills the need for social interaction. Therefore having friendly trustworthy and supportive superiors lead to increased motivation and job satisfaction. Employees were satisfied with the fact that the employees had good relation with their superiors, colleagues and subordinates.

Open Communication, Mutual Support and Sharing

No group can exist without communication and contacts. Communication serves four major functions within a group organization - control, motivation, emotional expression and information. Employees were satisfied with the fact that the Organization encourages open communication, mutual support and sharing of information, ideas and resources.

Disciplinary Policies

Disciplining employees for undesirable behaviors only tells them what not do. It doesn't tell them what alternative behaviors are preferred. The result is that this form of punishment fervently leads to only short form suppression of the undesirables behaviors rather than its elimination. Employees were highly satisfied with the fact that railway policy on disciplinary action stresses on positive aspects of disciplines.

SUGGESTIONS

On the basis of the findings the following suggestions are being made for increasing the motivation and Job Satisfaction by making appropriate changes in the factors causing demotivation & dissatisfaction to various categories of employees of railways

Researcher found that achievement, recognition and work itself were the strongest contributors to the motivation of people. Achievement and recognition for achievement have also been found to be the two strongest satisfiers.

Main challenge today to emulate is a work force made-up of highly knowledgeable and motivated people. Organizations need to be performance oriented to be competitive. Acquiring competent employees is not enough to exert high performance unless they are motivated enough to deliver the results. In today's organization, employee motivation is actually a difficult task because of the high level of expectation and vis-a-vis opportunities. So it is a real challenge for the HR professionals to motivate people at work.

Researcher also found that people work for both extrinsic rewards, such as money and promotions, and intrinsic rewards, such as pride in one's work and a sense of accomplishment. Recognition was found (including praise and rewards) as a common incentive. Employees are motivated by what they intrinsically believe is going to happen, not by what managers promise (extrinsic) will happen. Motivators like recognition and interesting work are crucial in motivating people. Over and above monetary reward, what people crave is praise. They need assurance that their efforts are known, valued, and appreciated. Sometimes all it takes to satisfy this deep desire is a sincere "well done", preferably delivered in front of their peers. Making peoples' work interesting means driving away boredom because it's a great turn-off. Make their work meaningful and you will spur them to realize their own highest potential.

Job satisfaction or dissatisfaction is a function of intrinsic and extrinsic rewards (outcomes) offered by the job. For example, if employees feel challenged, interested and enthused by the task at hand, they will be happy and satisfied because they innately believe that what they do is indeed value-adding. On the other hand, if employees feel discouraged, disinterested and unenthused by the task at hand, they will be unhappy and dissatisfied, because they don't see any tangible value in them doing the job. In a study

supervision and coworker relationships are amongst the factors that are predictive of overall job satisfaction. In other words, if employees are happy with the quality of supervision or relations with fellow workers, one can predict that they will be happy at work; if employees are not happy with the quality of supervision or relations with fellow workers, one can predict that they will not be happy at work.

The characteristics that differentiate successful companies from their less successful counterparts in almost every industry is the quality of people they are able to get and retain. The retention be seek by value culture diversity, Psychologists satisfied employees, family friendly workplace which help employees to balance work and personal responsibilities, employees training to keep employees skill level updated, to ensure that employees can handle the latest technologies and process for an organization and to empower employees by punishing authorities and responsibilities down to the lowest levels. As a result they dedicated a committed workforce. People - first strategy also lead to organization if they are able to recruit smart, conscientious and loyal employees.

Employee satisfaction and dissatisfaction can be expressed in number of ways. Managers should be interested in their employee's attitudes regarding work place as these provide warning of potential problems and influence their behavior. Satisfied and committed employees have lower rates of turnover absenteeism and grievances and cognitive dissonance org. Friendly-family work place and good working conditions increases productivity and retain first-class-workers.

We should not forget ability and opportunity; we can have employee involvement programs such as participative management, representative management & quality circles. Employee involvement programs should be linked to the factors of motivation and Job satisfaction. Variable pay programs can be also introduced such as piece-rate pay plans (target), profit sharing plans, gain sharing and bonuses.

Create an atmosphere where employees feel comfortable bringing their children to see the workplace.

Organize a company picnic, museum party, holiday gathering -- some kind of mixer for employees' families. An event like this is like a million water-cooler conversations. It makes the statement: We are not our jobs. Arrange a social gathering for employees. Keep it simple and low-key. Your aim is simply to get folks talking. When it's an occasional thing, flex the rules. Example: A

person arrives late because the regular babysitter got sick. The culture should respect family needs more than it respects the corporate rulebook. Whatever you do, don't punish people for doing right by their families.

Encourage people to take ownership of their learning journeys. They can start deciding what they need/want to learn... then matching this with available learning opportunities. Feed this effort by giving people the chance to do things they've never done before. Encourage employees to attend workshops outside the organization. Sure, there are plenty of sessions hardly worth the price of the training binder. Yet discriminating eyes can spot the gems - and they are gems. Take advantage of them.

Scrutinize the organization's pay rates. Are they fair? Does each person's compensation match his/her true worth to the company? (Note the key distinction: "true worth to the company" vs. "the going rate for that position in the marketplace.") If not, be ready to make upward adjustments. This is not about high pay it's about fair pay.

Organization should make a habit of showing appreciation. Gratitude is the purest way to tell someone that you understand what they've done and how it contributes to the greater good. And it fosters a sense of equality -- in sharp contrast to praise, which conveys an image of the manager as approving parent. Conduct a snap self-assessment: "What do I bring to the workplace that's not valued?" Then ask: "Why isn't it valued?" Could it be that people simply don't know you possess these strengths? If so, you need to engage in some personal public relations and marketing. If the reasons run deeper, what other actions can you take? Ideally, get together with a group of colleagues to pose these worth-related questions. An open conversation will reveal entirely new strengths and interests, even among people who've been together for years.

True motivators, namely, achievement, recognition and work itself play a dominant role in contributing to motivation and job satisfaction.

In all instances the employees were excited and highly motivated when recognized for specific achievements, when praised or being appreciated for doing a task well and for being given the space and opportunity to do what they know best.

Employees expressed satisfaction when opportunities were opened for them to learn, practice a new skill, when their position changed to enhance their status, or when given responsibility with authority to discharge that

challenge. Interpersonal relations (with fellow workers) and supervision and support-technical and personal life were some of the factors that contribute to job satisfaction. In these instances, employees were happy with how they are generally managed, had good relations with supervisors and the employer did something that contributed positively to the employees personal life, such as support when ill.

The results of this study seem to suggest that some factors (achievement, recognition and work itself) are at present clear front runners in causing greater job satisfaction and motivation while at the same time other factors (company policy and administration, , advancement, work load, work place, promotions and salary also contribute to job dissatisfaction and low motivation.

As mentioned in the conclusion that railways employees were dissatisfied with the cooling and heating facility. Therefore it is suggested that railway may adopt the new modern duct cooling technology wherein one large size cooler may be installed outside the place of work, where there is sufficient flow of air and a duct may be attached to it with outlets at different location within the working premises.

Similarly during winters the hot air blower may be installed in place of cooler. This will not only lead to effective cooling/heating but may also result in economizing on the electricity charges and may also provide more space for movement within the premises. Proper temperature at the work place may not only increase the satisfaction level of the employees but may also enhance the productivity of the employees by motivating them. Therefore railway may take up this issue on priority.

Employees were also dissatisfied by the state of wash rooms. Officers wash rooms were no doubt, in much better state than the lower cadre employees. The researcher after inspecting the washroom is also of the opinion that they were in a very shabby state. In order to improve the condition of the washroom it is suggested that railway management may renovate the washroom by fitting wall tiles up to a height of 6 feet, replace the dirty and damaged sheets, pots, washbasins etc., provide proper illumination and use disinfectants and air purifiers. Secondly the officers may exercise proper control over the staff responsible for cleaning and maintaining the washroom.

Researcher came to know that railway employees especially Cadre A & B were suffering from high work pressure. It is therefore suggested that a work load analysis of officers may be done and their jobs may be suitably

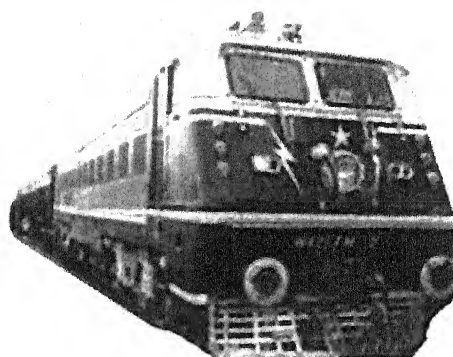
redesigned to allocate proper work load to them. Secondly the officers may also be given inputs of time management. Thirdly realistic work volume standards may be set for individual departments and in case when standards exceed, additional appropriate hands may be provided.

One of the biggest advantage and satisfaction in being in railway is free medical facility which includes medical reimbursement also. Researcher found that employees were dissatisfied with the medical reimbursement as it takes a long time and is not also fully reimbursed. Therefore it is suggested that the railway may revise its permissible medical expense reimbursement ceiling after taking into consideration the prices of medicines, consultation fees of doctors, charges of diagnostic centers and nursing homes.

Another factor which was causing dissatisfaction and low motivation was salary specially Group A staff. After being direct officers because of qualifying competitive exams, they are getting salary which is very low as compared to a person who is equally qualified and is getting a salary four times higher than the same person. More over railway has more satisfaction factors as compared to motivational factors. Researcher would like to suggest that railway should develop and implement more motivational schemes apart from incentive bonus, productivity linked bonus etc so as to increase motivation. Apart from that researcher also found that these schemes were only meant for group "C" and group "D" staff. No such schemes were there for Group "A" and "B" employees.

In conclusion, it may be said that a variety of techniques might be used to motivate & satisfy employees. Pleasant surroundings, good lighting, good ventilation, reasonable hours of work, and other facilities do bring about marked improvement in the productivity and morale of employees. But, after the initial shot-in-the-arm effect of improved working conditions has worn off, they do not exert such a positive effect as they did before. Management should know that a single system cannot motivate people. Each individual and each group should be considered and treated accordingly. Ernest Dale has rightly said: "For some, probably for a great many, a chance to assume greater responsibility will provide an impetuosity even among these two much responsibility too soon may create apprehensions unless the manager makes it plain that he stands ready to provide help whenever they need it. Others may be motivated by a chance to learn higher-paying jobs, even though they may not be intrinsically more interesting than the ones they already hold. Still others may be willing to go along in the monotonous affair

in the familiar rut, provided they can earn a decent living and have decent working conditions and congenial associates."



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Annexure

मध्य रेल
CENTRAL RAILWAY

जी. सी. 16/अनुलग्नक I
GC- 16/ANNEXURE - I

गोपनीय रिपोर्ट - वर्ष 31- 3-
CONFIDENTIAL REPORT YEAR ENDING 31-3-

31. 3 _____ को समाप्त वर्ष के लिए कारखाना कर्मचारियों सहित समूह "ग" कर्मचारियों (रेल पथ निरीक्षक, सहायक रेल पथ निरीक्षक, सिगनल निरीक्षक, सहायक सिगनल निरीक्षक और शिक्षक/प्रशिक्षकों को छोड़कर) के लिए गोपनीय रिपोर्ट ।
Confidential Report for Group 'C' Staff including Workshop Staff (except PWIs, APWIs Signal Inspectors Asstt. Signal Inspectors and Teachers/Instructors) for the year ending 31-3 _____

विभाग /Department _____

कार्यालय/Office _____

भाग I - व्यक्तिगत जानकारी / Part - I - Personal Data

- 1 पूरा नाम / Name in full _____
- 2 जन्मतिथि / Date of birth _____
- 3 पदनाम / Designation* _____
- 4 स्टेशन जहां कार्यरत है / Station at which employed _____
- 5 वास्तविक वेतन
Substantive pay _____ श्रेणी
Scale _____
- स्थानापन्न वेतन
Officiating pay _____ श्रेणी
Scale _____
- 6 सेवा में नियुक्ति की तिथि / Date of appointment to service : _____
- 7 वर्तमान ग्रेड में लगातार नियुक्ति की तिथि / Date of continuous employment in present grade _____
- 8 स्थायी/अस्थायी है/या स्थानापन्न तौर पर
Whether Permanent /Temporary or Officiating _____
- 9 शैक्षणिक और तकनीकी अर्हताएं
Educational, Professional & Technical qualification _____
- 10 वर्ष में उत्तीर्ण परीक्षाओं / (विभागीय परीक्षाओं सहित) का विवरण
Particulars of examinations (including departmental examinations) passed during the year. _____
- 11 क्या कर्मचारी अनुसूचित जाति/जनजाति के है ?
Whether the employee belongs to Scheduled Caste/
Scheduled Tribe. _____

* यदि प्रादेशिक सेना में हो, तो उनकी टी. ए. रैंक भी बताई जानी चाहिए ।
* In case of Territorial Army Personnel their T. A. rank should also be indicated.

भाग-II स्व-मूल्यांकन /Part-II Self Appraisal

[सिर्फ ग्रेड रु. 5500-9000 (संवैमर) और ऊपरवाले कर्मचारियों द्वारा ही भरा जाए]
(TO BE FILLED BY STAFF IN GRADE RS. 5500-9000(RSRP) AND ABOVE ONLY)

1. कार्य का संक्षिप्त विवरण/
Brief description of duties
2. _____ से _____ तक की अवधि/के लिए आपने किये विशेष उल्लेखनीय उपलब्धियों सहित सभी कार्य का सारांश उपलब्धियों में यदि कोई कमी हो, तो उसके कारण (यह सारांश 100 शब्दों तक सीमित और उपलब्ध जगह में लिखा हो और हस्ताक्षर किया हुआ हो)
Brief resume of the work done by you during the year/period from _____ to _____
bringing out any special achievement during the year/period. In the event of short fall in achievements, furnish reasons.
(The resume is to be furnished within the space provided, limited to 100 words and is required to be signed).

भाग-III रिपोर्टिंग अधिकारी द्वारा मूल्यांकन
Part - III Assessment by the Reporting Officer

1. भाग-II में लिखे विवरण के साथ क्या रिपोर्टिंग अधिकारी सहमत हैं ? यदि नहीं तो किस हद तक असहमत हैं और उसके कारण क्या हैं ? (जहां लागू हो)
Does the Reporting Officer agree with the statement made in Part II ? If not, the extent of agreement and reasons therefor? (Wherever applicable).
2. निम्नलिखित की समीक्षा के लिए आचरण और स्वभाव -
Character and habits to include comments on :-
 - (क/ a) ईमानदारी :- (सिर्फ उन्हीं मामलों में भरा जाए ।
जिसमें भाग- II लिखना आवश्यक नहीं होता है)
Integrity (To be filled only in those cases in which Section II is not required to be maintained)
 - (ख/ b) कार्यकुशलता और स्वभाव /Tact & Temper
 - (ग/ c) आचरण /Conduct
 - (घ/ d) उपस्थिति/Attendance
 - (ङ/ e) कठिन कार्य करने के लिए शारीरिक क्षमता
Physical fitness for strenuous work.
3. निम्नलिखित की समीक्षा के लिए विभागीय क्षमता (गुण और दोष)
Departmental abilities (Merits & Demerits) to include comments on :
 - (क/ a) पहल और दिशा निर्देशन /Initiative and direction
 - (ख/ b) सामान्य बुद्धि /General Intelligence
 - (ग/ c) कुशल बुद्धि/तत्परता और क्षमता
Keenness/Promptness and Efficiency
 - (घ/ d) दूसरों पर नियंत्रण रखने की शक्ति /Power to control others
 - (ङ/ e) आयोजन / पर्यवेक्षण की क्षमता /Organising/supervising ability
 - (च/ f) परिश्रम की क्षमता /Capacity for hardwork
 - (छ/ g) आचरण के प्रति उत्तरदायित्व /Amenability to discipline
 - (ज/ h) सुरक्षा संबंधी जानकारी /Safety Consciousness :
 - i) सुरक्षित कार्य प्रणाली के नियमों की जानकारी
Knowledge of safe working Rules :
 - ii) क्या उसने अल्पकालीन लाभ हेतु गाड़ी परिचालन में सुरक्षा को अवहेलना की है ?
Whether he disregards safety in train operation for short term gains ?
 - iii) क्या उसने चलती गाड़ी में सुरक्षा सुनिश्चित करने हेतु कर्मचारियों एवं उपकरणों का समुचित पर्यवेक्षण किया है ?
Whether he exercises sufficient supervision on the staff and equipment to ensure safety in train working :

- 14 सिर्फ इंजीनियर/शॉप अधीक्षक/उप शॉप अधीक्षक/पुल निरीक्षक आदि जैसे तकनीकी क्षेत्र के और कारखाना कर्मचारियों के मामले में
IN CASE OF WORKSHOP STAFF AND TECHNICAL FIELD STAFF LIKE ENGINEER/SHOP SUPDTT.DY SHOP
SUPDTT./BRIDGE INSPECTORS, ETC. ONLY

(क/ a) तकनीकी क्षमता/ Technical Abilities _____

- 15 क्या इनका काम संतोषजनक है यदि नहीं, तो कौन से काम में कमी है ?
Has his/her work been satisfactory ? If not in what respect hs/she
has failed ? _____

- 16 क्या कर्मचारी को किसी विहित पुनःश्रवण पाठ्यक्रम के लिए बुक किया
गया था ? यदि हां, तो
Whether the employee was booked for the prescribed refresher
course, if so; - _____

- (क) क्या ये कार्यमुक्त किये जाने पर इन पुनःश्रवण पाठ्यक्रम में उपस्थित हुए ? और
(A) Whether he/she attended the refresher course on being released and _____

- (ख) इस पुनःश्रवण पाठ्यक्रम में ये उत्तीर्ण/ अनुत्तीर्ण हुए ?
(B) Whether he/she passed/failed in the said refresher course ? _____

- (ग) क्या वह प्रशिक्षण संस्थान में प्रशिक्षक के रूप में तैनात करने के लिए उपयुक्त है ?
(C) Whether he/she is fit for posting as Trainer in Training Institute ? _____

- 17 रिपोर्टाधीन अवधि में क्या कर्मचारी को किसी गैर कार्य की वजह से अथवा
किन्हीं अन्य कारणों की वजह से डांट फटकार हुई थी ? यदि हां, तो कृपया
उसका संक्षेप में विवरण दें :-
Has the employee been reprimanded for in different work or
for other causes during the period under report ? If so, please
give brief particulars. _____

- 18 क्या कर्मचारी ने प्रशंसा पाने योग्य कोई उत्कृष्ट अथवा ध्यान देने लायक
कार्य किया है ? यदि हो, तो कृपया उसका संक्षेप में विवरण दें :-
has the employee done any outstanding or notable work
meriting commendation ? If so, please give brief particulars. _____

- 19 दर्जा/श्रेणी
Grading :-

"उत्कृष्ट"
"Outstanding"

"बहुत अच्छा"
"Very good"

"अच्छा"
"Good"

"औसत"
"Average"

"औसत नीचे"
"Below Average"

रिपोर्टिंग अधिकारी के हस्ताक्षर
Signature of the Reporting Officer _____

नाम (साफ अक्षरों में)
Name in Block letters _____

पदनाम/Designation _____

दिनांक/Date : _____

भाग-IV जांचकर्ता अधिकारी की टिप्पणी
Part -IV Remarks by The Reviewing Officer

- 1 जांचकर्ता अधिकारी के तहत सेवा की अवधि :
Length of service under the Reviewing Officer. _____
- 2 क्या जांचकर्ता अधिकारी को इस बात का संतोष है कि क्या रिपोर्टिंग अधिकारी ने इनकी रिपोर्ट सावधानी तथा ध्यानपूर्वक और सभी संबंधित बातों को ध्यान में रखकर बनाई है ?
Is the reviewing officer satisfied that the reporting officer has made his/her report with due care and attention & after taking into account all the relevant materials ? _____
- 3 क्या रिपोर्टिंग अधिकारी द्वारा किये गए निर्धारण से आप सहमत हैं ? (यदि आप सहमत नहीं हैं, तो कृपया कारण दें) क्या आप इसमें कुछ संशोधन करना, मिलावना चाहते हैं ?
Do you agree with the assessment of the officer given by the Reporting Officer ? (In case of disagreement, Please specify the reason. Is there anything you wish to modify or add ?) _____
- 4 जिस अधिकारी की रिपोर्ट परी जा रही है, यदि वह अनुसूचित जाति/जनजाति का है, तो कृपया यह विशिष्ट तौर पर सूचित किया जाए कि क्या इनके कार्य-निष्पादन की निर्धारण रिपोर्टिंग अधिकारी ने उचित और न्याय संगत की है ?
If the officer reported upon is a member of Scheduled caste/Scheduled tribe, please indicate specifically whether the attitude of the Reporting Officer in assessing the performance of the SC/ST officer has been fair and just. _____
- 5 रिपोर्टिंग अधिकारी द्वारा की गयी सामान्य टिप्पणी पर विशिष्ट टिप्पणी और अधिकारी द्वारा किये गए प्रशंसनीय कार्य पर टिप्पणी और दर्जा ।
General remarks with specific comments about the general remarks given by the reporting officer and remarks about the meritorious work of the officer including the grading _____
- 6 क्या इस अधिकारी के पास कोई खास वैशिष्ट और/अथवा कोई विशिष्ट योग्यता है, जिसकी वजह से उन्हें बारी के बाहर पदोन्नति और/अथवा विशेष निर्धारित कार्य के लिये चुना जाय ? यदि हाँ, तो स्पष्ट करें ।
Has the officer any special characteristics, and/or any abilities which would justify his/her selection for special assignment or/out of turn promotion ? If so, specify _____

जांचकर्ता अधिकारी के हस्ताक्षर
Signature of the Reviewing Officer

नाम (स्पष्ट अक्षरों में)
Name in block letters _____

स्थान :-
Place :

रिपोर्ट की अवधि के दौरान पदनाम
Designation during the period of report _____

दिनांक :-
Date :

भाग - II SECTION II

[ग्रेड रु. 5500-9000 (संवैमा) और उससे अधिक में कार्यरत कर्मचारी, जिनमें पदोन्नति के लिये विचाराधीन कर्मचारियों के गोपनीय रिपोर्ट का विश्लेषण किया गया है]
[Section II of the C. R. form For Rly. employees in Grade Rs. 5500-9000 (RSRP) & above likely to be considered for promotion to Group 'B']

रेलवे Railway _____	विभाग :- *Department _____
नाम : Name : _____	पदनाम :- *Designation _____
1. ईमानदारी : Integrity _____	
2. विशेष गुण - Special Attributes	
(क) नेतृत्व के गुण (a) Qualities of leadership	उत्कृष्ट/बहुत अच्छा/अच्छा/औसत/औसत से कम Outstanding /Very Good/Good/Average/Below average
(ख) अपने सामर्थ्य में होने वाले मामलों पर निर्णय लेने की क्षमता (b) Capacity to take decision on matters within his/her competence.	उत्कृष्ट/बहुत अच्छा/अच्छा/औसत/औसत से कम Outstanding /Very Good/Good/Average/Below average
(ग) उच्च जिम्मेदारियों को झेलने की इच्छा (c) Willingness to shoulder higher responsibility	उत्कृष्ट/बहुत अच्छा/अच्छा/औसत/औसत से कम Outstanding /Very Good/Good/Average/Below average
(घ) विश्वास पैदा करने, मार्गदर्शन, प्रोत्साहन देने तथा कर्मचारियों में से अच्छे गुणों को प्राप्त करने की क्षमता । (d) Ability to inspire confidence guide, motivate & obtain the best out of the staff.	उत्कृष्ट/बहुत अच्छा/अच्छा/औसत/औसत से कम Outstanding /Very Good/Good/Average/Below average
(ङ.) अनुशासन को लागू करने की क्षमता (e) Ability to enforce discipline.	उत्कृष्ट/बहुत अच्छा/अच्छा/औसत/औसत से कम Outstanding /Very Good/Good/Average/Below average

रिपोर्टिंग अधिकारी के हस्ताक्षर और पदनाम
Outstanding /Very Good/Good/Average /Below average.

जांचकर्ता अधिकारी द्वारा टिप्पणी (मरीप्र/उप मुख्याधिकारी)
Remarks by the Reviewing officer (DRM/DY. HOD)
पदनाम/Designation _____
स्टेशन/Station _____ दिनांक/Date : _____

विभाग मुख्याधिकारी द्वारा टिप्पणी
Remarks by the Head of Department :
पदनाम/Designation _____
स्टेशन/Station _____ दिनांक/Date : _____

* यदि प्रादेशिक सेना में हो, तो उनकी टी. ए. रैंक भी बताई जानी चाहिये
* In case of Territorial Army Personnel their T. A. rank should also be indicated.

अनुदेश INSTRUCTIONS

- 1 गोपनीय रिपोर्ट महत्वपूर्ण दस्तावेज है। किसी अधिकारी के कार्य निष्पादन के मूल्यांकन के लिए और उनके कैरियर की अगली प्रगति के लिए यह मूलभूत और महत्वपूर्ण जानकारी प्रदान करता है अतः रिपोर्टिंग अधिकारी और जांचकर्ता अधिकारी का यह कर्तव्य है कि हर अधिकारी का फार्म बहुत जिम्मेदारी की भावना से भरा जाए।
The Confidential Report is an important document. It provides the basis and vital inputs for assessing the performance of an Officer and for his/her further advancement in his/her career. The Officer reported upon, the Reporting Officer and the Reviewing Officer should, therefore, undertake the duty of filling out the form with a high sense of responsibility.
- 2 गोपनीय रिपोर्ट के द्वारा किए गए स्वमूल्यांकन का उपयोग मानव संसाधन विकास के साधन के रूप में किया जाना चाहिए। रिपोर्टिंग अधिकारी को इस बात का एहसास होना चाहिए कि अधिकारी का विकास करना इनका उद्देश्य है, ताकि वह अपनी सही क्षमता पहचान सके। यह गलतियों को दुरुस्त की प्रक्रिया नहीं होनी चाहिए, बल्कि एक विकसित प्रक्रिया के रूप में होनी चाहिए। रिपोर्टिंग अधिकारी और जांचकर्ता अधिकारियों को, जिस अधिकारी की रिपोर्ट वे भर रहे हैं, उनके संपूर्ण व्यक्तित्व, कार्य अथवा मनोवृत्ति की कमियाँ, दोष लिखने में संकोच नहीं करना चाहिए।
Performance appraisal, through Confidential Reports should be used as a tool for human resource development. Reporting Officers should realise that the objective is to develop an officer so that he/she realise his/her true potential. It is not meant to be a fault-finding process but a developmental one. The Reporting Officer and the Reviewing Officer should not shy away from reporting shortcomings in performance, attitudes or overall personality of the Officer reported upon.
- 3 इस रिपोर्ट का हर मद बहुत सावधानी से ध्यानपूर्वक और पर्याप्त समय लेकर भरा जाना चाहिए। इस रिपोर्ट का कोई मद लापरवाही से अथवा सरसरी तौर पर भरा जायेगा, तो उच्च अधिकारी उन पर कार्रवाई करेंगे।
The items should be filled with due care and attention and after devoting adequate time. Any attempt to fill the report in a casual or superficial manner will be easily discernible to the higher authorities.
- 4 यदि जांचकर्ता अधिकारी को इस बात की तसल्ली हो जाए कि रिपोर्टिंग अधिकारी ने सावधानी और ध्यान न रखते हुए रिपोर्ट बनायी है, तो उसे भाग IV की मद 2 में इसका उल्लेख करना चाहिए। सक्षम प्राधिकारी, रिपोर्टिंग अधिकारी गोपनीय मद में इस प्रकार की टिप्पणी लिखेंगे।
If the Reviewing Officer is satisfied that the Reporting Officer has made the report without due care and attention, he/she shall record a remark to that effect in item 2 of part-IV. The competent authority shall enter the remarks in the Confidential Roll of the Reporting Officer.
- 5 हर उत्तर संक्षिप्त रूप में दिया जाना चाहिए। हर उत्तर के लिए रखा गया स्थान, उत्तर के लिए आवश्यक लंबाई दर्शाता है। शब्द और शैली का चुनाव ध्यानपूर्वक करना चाहिए और उत्तर लिखनेवाले अधिकारी की उद्देश्य उसमें सही तरह से व्यक्त होना चाहिए। कृपया सरल, सादी भाषा का उपयोग किया जाए। किसी गुण-विशेषता पर अपने विचार देते समय बहुत प्रयोजन वाचक शब्दों अर्थात् "उत्कृष्ट", "बहुत अच्छा", "अच्छा", "औसत", "औसत से कम" का प्रयोग कृपया न किया जाए।
Every answer shall be given in a *narrative form*. The space provided indicates the desired length of the answer. Words and phrases should be chosen carefully and should accurately reflect the intention of the Officer recording the answer. Please use unambiguous and simple language. Please do not use omnibus expressions like 'Outstanding', 'Very Good', 'Good', 'Average', 'Below Average' while giving your comments against any of the attributes.
- 6 वार्षिक कार्यनिष्पादन का मूल्यांकन वर्ष के अंत में ही किया जाता है जिससे यह मानव संसाधन विकास का एक तरीका बन सके अतः रिपोर्टिंग अधिकारी द्वारा नियमित अंतरालों पर कार्य-निष्पादन की समीक्षा पर सुझाव हेतु सलाह आदि देकर आवश्यक उपाय करने चाहिए।
Although performance appraisal is a year-end exercise, in order that it may be a tool for human resource development, the Reporting Officer should at regular intervals review the performance and take necessary corrective steps by way of advise, etc.
- 7 प्रत्येक मूल्यांकनकर्ता का यह प्रयास होना चाहिए कि जिसका मूल्यांकन किया जा रहा है वह उसके कार्य निष्पादन, व्यवहार, आचरण और क्षमता की यथा संभव सही स्थिति प्रस्तुत करें।
It should be the endeavour of each appraiser to present the truest possible picture of the appraisee in regard to his/her performance, conduct, behaviour and potential.
- 8 जिसके कार्यनिष्पादन का मूल्यांकन किया जा रहा हो वह केवल उसके रिपोर्ट करने की अवधि के बीच का ही होना चाहिए।
Assessment should be confined to the appraisee's performance during the period of report only.
- 9 समान रैंक के कुछ पदों पर दूसरे पदों की तुलना में कार्य का अधिक बोझ रहता है। कार्य का यह बोझ और दबाव किसी पद पर, समय समय पर बदल सकता है अतः मूल्यांकन के समय इस तथ्य को ध्यान में रखा जाए तथा तदनुसार उन पर उपयुक्त टिप्पणी की जाए।
Some posts of the same rank may be more exacting than others. The degree of stress and strain in any post may also vary from time to time. These facts should be borne in mind during appraisal and should be commented upon appropriately.

टिप्पणी :- ईमानदारी से संबंधित मद भरते समय निम्नलिखित प्रक्रिया का पालन करें :-

NOTE :- The following procedure should be followed in filling up the item relating to integrity :-

- (i) यदि अधिकारी की ईमानदारी संदेह से उपर हो तो उसका उल्लेख किया जाए ।
If the Officer's integrity is beyond doubt, it may be so stated.
 - (ii) यदि कोई संदेह अथवा शक हो तो उस मद को खाली छोड़ दें तथा निम्नानुसार कार्यवाई करें।
If there is any doubt or suspicion, the item should be left blank and action taken as under:-
- (क) अलग से गोपनीय टिप्पणी रिकार्ड की जाए तथा उस पर अनुवर्ती कार्यवाई की जाए । टिप्पणी की एक प्रति गोपनीय रिपोर्ट के साथ अगले वरिष्ठ अधिकारी को प्रस्तुत की जाए जो यह सुनिश्चित करेंगे कि उस पर तत्काल कार्यवाही की गई है । ईमानदारी प्रमाणित करना या गोपनीय टिप्पणी भेजना संभव नहीं, वहां रिपोर्टिंग अधिकारी को या तो यह उल्लेख करना चाहिए कि उन्होंने अधिकारी के कामकाज को अधिक समय तक नहीं देखा है जिससे उसके बारे में वे कोई निश्चित निर्णय नहीं ले सकते हैं अथवा उल्लेख करें कि उन्होंने अधिकारी के विरुद्ध कुछ नहीं सुना है, जैसा भी मामला हो ।
 - (ख) A separate secret note should be recorded and followed up. A copy of the note should also be sent together with the Confidential Report to the next superior officer who will ensure that the follow up action is taken expeditiously. Where it is not possible either to certify the integrity or to record the secret note, the Reporting Officer should state either that he has not watched the Officer's work for sufficient time to form a definite judgement or that he has heard nothing against the officer, as the case may be.
 - (ग) यदि अनुवर्ती कार्यवाई के परिणामस्वरूप, संदेह अथवा शक सही नहीं पाए जाते हैं तो अधिकारी की ईमानदारी प्रमाणित की जाए तथा गोपनीय रिपोर्ट में इसके पदनुसार प्रविष्टि की जाए ।
 - (घ) If, as a result of the follow up action, the doubts or suspicions are cleared the Officer's integrity should be certified and an entry made accordingly in the Confidential Report.
 - (ङ) यदि संदेह अथवा शक कि पुष्टि हो जाती है तो इस तथ्य को भी, रिकार्ड किया जाए इसकी सूचना संबंधित अधिकारी को दी जाए ।
 - (च) If the doubt or suspicions are confirmed, this fact should also be recorded and duly communicated to the Officer concerned.
 - (छ) यदि अनुवर्ती कार्यवाई के परिणाम स्वरूप न तो संदेह और शक की पुष्टि हो पाती है और न अधिकारी उनसे मुक्त पाया जाता है तो अधिकारी के आवरण की आगे निगरानी की जाए तत्पश्चात उपरोक्त "ख" और "ग" में उल्लेख किए अनुसार कार्यवाई की जाए ।
 - (द) If as result of the follow up action, the doubts or suspicions are neither cleared nor confirmed, the Officer's conduct should be watched for a further period and the reafter action taken as indicated at (b) and (c) above.

(रेल मंत्रालय का दिनांक 24-11-65 का पत्र सं. ई/ डी एण्ड ए/65/आर जी/6-47).

(Ministry of Railway's letter No. E/D & A/65/RG/6-47 dt. 24-11-65)

मध्य रेल
C. Rly.

फार्म क्र. जी. एल. 11
Form No. GL 11

**छुट्टी का आवेदन पत्र
Leave Application Form**

विभाग/Department _____
 कार्यालय/Office _____
 स्टेशन/Station _____
 नाम/Name _____
 पदनाम/Designation _____
 नियुक्ति तिथि/Date of engagement _____
 वेतन दर/Rate of Pay (रु./Rs.) _____
 छुट्टी का प्रकार/अवधि
 Nature of Leave/Period _____
 से/From _____
 तक/To _____
 बीमारी की अवधि का परिवर्तन/Conversion of sick
 period
 से/From _____
 तक/To _____
 दिनों की सं./No. of days _____
 छुट्टी का प्रयोजन/Purpose of leave _____

 डाक्टरों प्रमाण पत्र (यदि हो)
 Medical Certificate (If any) _____

 छुट्टी बिताने के स्थान का पता
 Address while on leave _____

 वेतन भुगतान के लिए प्रार्थना (यदि हो)/Request for
 payment of salary (If any) _____
 दिनांक/Date _____

आवेदक का हस्ताक्षर/Signature of Applicant

मध्य रेल, 0274/03, 030/03, 030

**मध्य रेल
CENTRAL RAILWAY**

जी आर 3/GR 3
जी 397 एफ/G 397 F

रेल कर्मचारियों तथा उनके परिवारों की डाक्टरों की परीक्षा और/या उपचार संबंधी खर्च वापस मांगने के लिये आवेदन पत्र
Form of application of claiming refund of medical expenses incurred in connection with
medical attendance and/or treatment of Railway Servants and their Families

विभाग _____ कार्यालय _____ स्टेशन _____
Department _____ Office _____ Station _____

1. (क) रेल कर्मचारी का नाम और पदनाम (स्पष्ट अक्षरों में)
(a) Name and designation of Railway Servant _____
(In block letters)
- (ख) श्रेणी
(b) Class _____
2. कार्यालय, जहां कर्मचारी काम करता है।
Office in which employed. _____
3. प्रचलित नियमों के अन्तर्गत रेल-कर्मचारी का वेतन और अन्य उपलब्धियां
जिन्हें पृथक-पृथक लिखा जाय।
Pay of the Railway servant as defined in the existing Rules,
and any other emoluments, which should be shown
separately. _____
4. कार्य-स्थल
Place of duty _____
5. वास्तविक निवास-स्थान का पता
Actual residential address. _____
6. रोगी का नाम और रेल-कर्मचारी के साथ उनका सम्बंध
Name of the patient and his/her relationship to the Railway
servant. _____
टिप्पणी :- बच्चों के मामले में उनकी आयु भी लिखें।
N. B. :- In the case of children state age also.
7. स्थान, जहां रोगी बीमार हुआ हो।
Place at which the patient fell ill. _____
8. मांगी गयी रकम का विवरण
Details of the Amount Claimed :-
1. डाक्टरों की परीक्षा
Medical Attendance :-
(i) परामर्श-शुल्क और तत्संबंधी विवरण
(ii) Fees for consultation indicating.
(क) परामर्श देने वाले चिकित्सा अधिकारी का नाम और पदनाम तथा
अस्पताल या औषधालय जहां वह काम करता हो।
(a) The name and designation of the Medical Officer
consulted and the hospital or dispensary to which
attached.
(ख) परामर्श की संख्या व तिथियां तथा प्रत्येक परामर्श के लिये दिया गया
शुल्क।
(b) The number and dates of consultations and the fee
paid for each consultation.
(ग) क्या अस्पताल चिकित्सा अधिकारी के परामर्श-कक्ष या रोगी के निवास
स्थान में परामर्श लिया गया।
(c) Whether consultations were held at the hospital, at
the consulting room of the Medical Officer or at the
residence of the patient.

- (i) निदान के लिये किये गये रोग विज्ञान, जिवाणु-विज्ञान, विकिरण विज्ञान संबंधी या ऐसे अन्य परीक्षणों का खर्च :-
- (ii) Charges for Pathological, Bacteriological, Radiological or other similar tests undertaken during diagnosis indication :-
- (क) अस्पताल या प्रयोगशाला का नाम, जहां परीक्षण किये गये और
- (a) The name of the hospital or laboratory where the tests were undertaken, and
- (ख) क्या प्राधिकृत चिकित्सक की सलाह पर परीक्षण किये गये थे ? यदि हां, तो इस आशय का प्रमाणपत्र संलग्न करना चाहिये ।
- (b) Whether the tests were undertaken on the advice of the authorised medical officer, if so, a certificate to that effect should be attached.
- (ii) बाजार से खरीदी गयी औषधियों की लागत (औषधि-सूची, कैश-मेमो तथा अनिवार्यता-प्रमाणपत्र संलग्न करना चाहिये)
- Cost of medicines purchased from the market (List of medicines, cash memo and the Essentiality certificates should be attached.)

(II) अस्पताल-उपचार/Hospital-treatment :-

अस्पताल-उपचार का खर्च, जिससे निम्नलिखित पर किया गया खर्च, अलग-अलग लिखा जाय :-
Charges for :-Hospital treatment indicating separately the charges for :-

- (i) स्थान/Accommodation.
(यह भी लिखें कि क्या सरकारी कर्मचारी की हैसियत या वेतन के अनुसार स्थान था ? यदि स्थान रेल-कर्मचारी के पद से उच्चतर हो तो इस आशय का प्रमाणपत्र संलग्न करना चाहिये कि रेल कर्मचारी के लिये, योग्य स्थान उपलब्ध नहीं था)
(State whether it was according to the status or pay of the Government servant and in cases where the accommodation is higher than the status of the Railway servant, a certificate should be attached to the effect that the accommodation to which he was entitled was not available.)
- (ii) आहार/Diet
- (iii) शल्यक्रिया या डाक्टरी उपचार
Surgical Operation or Medical Treatment.
- (iv) रोग-विज्ञान, जिवाणु-विज्ञान, विकिरण-विज्ञान या ऐसे अन्य परीक्षण का विवरण :-
Pathological, Bacteriological, Radiological or other similar tests indicating :-
- (क) अस्पताल या प्रयोगशाला का नाम, जहां परीक्षण किये गये
- (a) Name of the hospital or laboratory at which test undertaken.
- (ख) क्या अस्पताल में रोगी को देख रेख करने वाले चिकित्सक की सलाह पर परीक्षण किये गये थे ? यदि हां तो इस आशय का प्रमाणपत्र संलग्न करना चाहिये ।
- (b) Whether the tests are undertaken on the advice of the medical officer in charge of the case at the hospital. If so, a certificate to that effect should be attached.

(v) औषधियाँ/Medicines

(vi) विशेष औषधियाँ/Special medicines

(औषधिसूची, कैश मेमो और अनिवार्यता प्रमाण-पत्र संलग्न करने चाहिये)

(List of medicines, cash memo and the Essentiality certificate should be attached)

(vii) साधारण उपचर्या/Ordinary nursing

(viii) विशेष उपचर्या-अर्थात्, रोगी की सेवा के लिये विशेष रूप से नियुक्त नर्स (यह भी लिखें कि क्या अस्पताल में रोगी की देखरेख करने वाले चिकित्सक की सलाह या रेल-कर्मचारी अथवा रोगी के अनुरोध पर ये नर्स नियुक्त की गयी थी। पहले मामले में, रोगी की देखरेख करनेवाले चिकित्सक का प्रमाण-पत्र संलग्न करना चाहिये, जिस पर अस्पताल चिकित्सा अधीक्षक के प्रति-हस्ताक्षर भी हों।)

Special nursing i. e. Nurses specially engaged for the patient. (State whether they were employed on the advice of the medical officer in charge of the case at the hospital or at the request of the Railway servant or patient. In the former case a certificate from the medical officer in charge of the case and countersigned by the Medical Superintendent of the hospital should be attached)

(ix) एम्बुलेंस का किराया/Ambulance charge.

(लिखें किस स्थान से किस स्थान तक यात्रा की गयी)
(State the journey to and from undertaken.)

(x) कोई अन्य प्रभार, जैसे-बिजली की बत्ती, पंखा, हीटर, वातानुकूल आदि का प्रभार (यह भी लिखिये कि क्या उपयुक्त सुविधाएं सभी रोगियों को सामान्यतः दी जाने वाली सुविधाएं और इन्हें रोगी द्वारा नहीं मांगा गया था।)
Any other charges, e. g. charge for electric light fan, heater, air-conditioning, etc.
(State also whether the facilities referred to are a part of the facilities normally provided to all patients, and no choice was left to the patient)

टिप्पणी/Note :-(1) यदि राज्य-सेवा सचिव (रेल सेवा) श्रेणी I (डाक्टरों परिचर्या) नियम 1941 के नियम 7 या डाक्टरों परिचर्या और उपचार नियमावली के नियम 997 के अधीन रेल-कर्मचारी का उसके घर पर उपचार हुआ हो तो ऐसे उपचार का विवरण लिखें तथा इन नियमों के अनुसार प्राधिकृत चिकित्सक का प्रमाण पत्र भी संलग्न करें।

If the treatment was received by the Railway servant as his residence under Rule 7 of the Secretary of State Service (Railway Services) Class I (Medical Attendance) Rules, 1941 or Rule 997 of the Medical Attendance and Treatment Rules, give particulars of such treatment and attach a certificate from the authorised medical attendant as required by these rules.

(2) यदि सरकारी अस्पताल के अलावा किसी अन्य अस्पताल में उपचार हुआ हो, तो आवश्यक विवरण और प्राधिकृत चिकित्सक का इस आशय का प्रमाण-पत्र भी संलग्न करना चाहिये कि निकटतम रेलवे अस्पताल या सरकारी अस्पताल में उपचार संबंधी सुविधाएं उपलब्ध नहीं थीं।

If the treatment was received at a hospital other than a Government hospital, necessary details and the certificates of the authorised medical attendant that the requisite treatment was not available in any nearest Railway or Government Hospital should be furnished.

III विशेषज्ञ से परामर्श/Consultation with specialist

प्राधिकृत चिकित्सक के अतिरिक्त किसी विशेषज्ञ या अन्य किसी चिकित्सा अधिकारी को दिया गया शुल्क।

Fees paid to specialist or a medical officer other than the authorised medical attendant.

(क) जिस विशेषज्ञ या चिकित्सा अधिकारी से परामर्श लिया गया हो उसका नाम तथा पदनाम और अस्पताल, जहाँ वह काम करता हो ।

(a) The name and designation of the specialist or medical officer consulted and the hospital to which attached. _____

(ख) परामर्शों की संख्या तथा तिथियाँ और प्रत्येक परामर्श के लिये दिया गया शुल्क ।

(b) Number and dates of consultations and the fee charged for each consultation. _____

(ग) क्या अस्पताल विशेषज्ञ या चिकित्सा अधिकारी के परामर्श कक्ष या रोगी के निवास स्थान में परामर्श लिया गया था ?

(c) Whether consultation was had at the hospital, at the consulting room of the specialist or medical officer or at the residence of the patient. ? _____

(घ) क्या प्राधिकृत चिकित्सक की सलाह पर विशेषज्ञ या चिकित्सा अधिकारी से परामर्श लिया गया था और क्या रेलवे के मुख्य चिकित्सा अधिकारी से पूर्व अनुमति ली गयी थी ? यदि हाँ, तो इस आशय का प्रमाण-पत्र संलग्न करना चाहिये ।

(d) Whether the specialist or medical officer was consulted on the advice of the authorised medical attendant and the prior approval of the Chief Medical Officer of the Railway was obtained. ? If so, a certificate to that effect should be attached. _____

(9) दावा की गयी कुल रकम/Total amount claimed _____

(10) संलग्न पत्रों की सूची/List of enclosure. _____

घोषणापत्र जिस पर रेल कर्मचारी का हस्ताक्षर हो
DECLARATION TO BE SIGNED BY THE RAILWAY SERVANT

मैं पुनः घोषित करता हूँ कि इस आवेदन पत्र में लिखा गया विवरण मेरी पूर्ण जानकारी और विश्वास के अनुसार सत्य है और यह कि जिस व्यक्ति के चिकित्सा पर खर्च हुआ है वह मुझ पर पूर्णरूपेण आश्रित है।

Hereby declare that the statements in this application are true to the best of my knowledge and belief and that the person for whom medical expenses were incurred is WHOLLY DEPENDENT UPON ME.

हस्ताक्षर

Signature _____

पदनाम और कार्यालय

Designation and Office _____

दिनांक

Date _____

मुख्य चिकित्सा अधिकारी को अनुज्ञेय प्रतिपूर्ति करने के लिये सभी संलग्न-पत्रों सहित अर्पित।
Forwarded to C. M. O. together with the enclosures for arranging reimbursement as admissible.

संख्या

No. _____

दिनांक

Date _____

विभाग प्रमुख/मण्डल/जिला अधिकारी
Head of Department/Division/District Officer

वित्त सलाहकार एवं मुख्य लेखा अधिकारी _____ रेलवे को प्रेषित कालम _____ के अनुसार
रु. (_____ रुपये) की रकम की वापसी के लिये स्वीकृत प्रदान की जाती है, जो नीचे दिये अनुसार-प्रभार्य होगी।
Transmitted to F. A. & C. A. O. _____ Rly. Sanction is accorded to the refund of a sum of
Rs. _____ (Rupees _____) vide column _____ charged to

_____ रु. _____ को
Rs. _____ to _____ Rs. _____ to _____
_____ रु. _____ को
Rs. _____ to _____ Rs. _____ to _____

कर्मचारी को दी जानेवाली रकम भुगतान की व्यवस्था करने के लिये भुगतान आदेश संलग्न है।
A Pay Order for the amount drawn in favour of the employee is enclosed to enable him to arrange payment.

(संलग्न)

Encls. _____

संख्या

No. _____

मुख्य चिकित्सा अधिकारी
Chief Medical Officer

दिनांक

Date _____

टिप्पणी/Note :- (1) कर्मचारी इस आवेदन पत्र की दो प्रतियाँ तैयार करेगा। कर्मचारी का विभाग दोनों प्रतियाँ मुख्य चिकित्सा अधिकारी को भेजेगा जो प्रतिपूर्ति स्वीकृति देने के पश्चात् मूल प्रति वित्त सलाहकार एवं मुख्य लेखा अधिकारी के पास भेज देगा।
This application form shall be prepared in duplicate by the employee and the Department will forward both copies to C. M. O. who will after sanctioning reimbursement, send the original copy to F. A. & C. A. O.

(ii) कालम 8 के अनुसार अस्पतालों को दी गयी रकम की सभी रसीदें आवेदन पत्र के साथ भेजना जरूरी हैं। यदि रसीदों में खर्च का विवरण (दैनिक दर, निवास की अवधि आदि) न दिया गया हो उनमें खर्च का विवरण दिखाने वाला पृथक प्रमाणपत्र भेजना चाहिये ताकि दावा की गयी रकम का सत्यापन किया जा सके।
All Receipts for the amount paid to hospitals, etc. vide column 8 should invariably be submitted alongwith this application. If the details of charge (daily rate, period of stay etc.) have not been furnished in the receipts a separate certificate showing the allocation of charges should be submitted to facilitate verification of the amount claimed.

- (iii) यदि नियम 919-आर के परिशिष्ट निर्दिष्ट में सरकारी अस्पतालों के अलावा किसी अन्य अस्पताल में उपचार हुआ हो, तो इस आशय का प्रमाणपत्र देना चाहिये कि प्राधिकृत चिकित्सक के कहने पर, उस अस्पताल से उपचार किया गया था ताकि मुख्य चिकित्सा अधिकारी द्वारा प्रतिपूर्ति के लिये आवेदन पत्र पर विचार किया जा सके।
If the treatment was received at a hospital other than the Government hospitals specified in the Annexure to Rule 919 R, a certificate to the effect that the treatment that hospital was availed at the instance of the Authorised Medical Attendant should be submitted to enable the C. M. O. to consider the application for reimbursement.
- (iv) खरीदी गयी विशेष औषधियों के बारे में निर्धारित फार्म पर अनिवार्यता-प्रमाणपत्र, जिसे इस फार्म के साथ ही विभाग से प्राप्त किया जा सकता है, भेजना चाहिये।
Essentiality certificate in the prescribed form which can be obtained alongwith this form from the Department should be submitted in respect of special medicines purchased.
- (v) रोगी या उपचार करनेवाले चिकित्सा अधिकारी से इस आशय का प्रमाणपत्र लेना चाहिये कि रोगी का रोग ऐसा नहीं था जिसका संबंध उसके स्वभाव या चालचलन से हो। यह प्रमाणपत्र इस आवेदन पत्र के साथ भेजना चाहिये अन्यथा प्रतिपूर्ति के आवेदन पत्र पर विचार नहीं किया जायेगा।
A certificate from the Medical Officer treating the patient to the effect that the disease of the patient was not one which could be attributed to his/her intemperate habits or conduct should be submitted without which the application for reimbursement will not be considered.
- (vi) रेलवे पर अस्पतालों में चतुर्थ श्रेणी के कर्मचारियों के परिवारों के लिये दी गयी रकम की प्रतिपूर्ति अनुज्ञेय नहीं है।
Reimbursement of charges paid to non-railway hospitals in respect of families of Class IV employees is not admissible.
- (vii) जिन कारखाना-कर्मचारियों का वेतनमान अधिकतम 60 रु. और इससे कम है, उन्हें इन नियमों के अन्तर्गत चिकित्सा व्यय की प्रतिपूर्ति करने के लिये चतुर्थ श्रेणी कर्मचारियों के समान ही माना जायेगा।
Workshop staff on scales of pay the maximum of which is Rs. 60 and below will be treated in the same way as Class IV Staff for purpose of reimbursement of medical charges under the Rules.

टिप्पणी :-प्रत्येक रोगी के लिये पृथक फार्म का उपयोग करना चाहिये।
N. B.-Separate form should be used for each patient.

Research Questionnaire

*This questionnaire has been designed for research purpose only, whose topics is “motivation and job satisfaction of Indian Railway’s employees”. The information provided by you would be kept confidential. **Disclosure of name is optional.** Your inputs are extremely valuable in this study. Thanks for your cooperation! Kindly answer only in one language.*

यह प्रश्नावली केवल अनुसंधान के उद्देश्य के लिये बनाई गई है, जिसका विषय "भारतीय रेलवे के कर्मचारियों के कार्य संतुष्टि एवं कार्य अभिप्रेरण" है। आपके द्वारा दी गई जानकारी गोपनीय रखी जायेगी। अपने नाम की सूचना देना वैकल्पिक है। आपके द्वारा दी गई जानकारियाँ इस अध्ययन के लिये बहुत महत्वपूर्ण हैं। आपके सहयोग के लिये धन्यवाद। अपना जवाब केवल एक ही भाषा में देने की कृपा करें।

Section I

खण्ड-।

(Please specify or tick)

1. Name of the respondent :
उत्तरदाता का नाम
2. Designation/post:
पदनाम / पोस्ट
3. Department/section:
विभाग / खण्ड
4. Group/संवर्ग
a. A b. B c. C d. D
4. Age/ उम्र
a) below 30 years b) 31-40 years c) 41-50 years d) 51-60 years
5. Qualification
a) High school or less b) Higher secondary c) Graduate
d) Post graduate e) Professional qualification
शैक्षणिक योग्यता
अ) हाईस्कूल या समकक्ष ब) हायर सेकेन्डरी स) स्नातक
द) परास्नातक इ) व्यवसायिक योग्यता
6. Sex
a) Male b) Female
लिंग ब. स्त्रीलिंग
अ. पुल्लिंग
7. Marital status
a) Married b) Unmarried c) Others
दैवाहिक स्थिति ब. अविवाहित स. अन्य
अ. विवाहित
8. If married, is your spouse working (Yes/ No)?
If yes, Occupation: Salary / month (Rs):
यदि विवाहित है तो क्या आपके पति/पत्नी कार्यरत हैं (हां/नहीं)
यदि हां, नौकरी तनखाह / महीना (रु०)
9. Dependents
a) No. of adults: b) No. of children:

- आश्रित
अ. वयस्कों की संख्या
- ब. बच्चों की संख्या
10. Type of Family
a) Nuclear
परिवार की प्रकृति
अ. एकाकी
- b) Joint
ब. संयुक्त
11. Length of service till now:
अब तक का सेवाकाल
12. Type of service
a) Temporary
नौकरी का प्रकार
अ. अस्थायी
- b) Permanent
ब. स्थायी
- c) Contract basis
स. अनुबन्धित
- d) Others, specify
द. अन्य, विवरण दें
13. Monthly Income (Rs)
a) Less than 10,000
मासिक आय (रु०)
अ. 10,000 से ज्यादा
- b) Between 10,000-15,000
ब. 10,000 से 15,000
- c) Between 15,000-20,000
स. 15,000 से 20,000
- d) Above 20,000
द. 20,000 से ज्यादा
14. Normal working hours: Interval time:
a) Shift Wise
समान्य कार्य घण्टे मध्यान्तर
अ. पारी
- b) Fixed
ब. स्थिर
15. Kind of work
a) Desk work
कार्य का प्रकार
अ. कार्यालयीन कार्य
- b) Field work
ब. क्षेत्रीय कार्य
- c) Others
स. अन्य कार्य
16. How many employees come under your direct supervision:
सीधी निगरानी में आने वाले कर्मचारियों की संख्या
17. How many employees report to you directly:
सीधे सूचित करने वाले कर्मचारियों की संख्या
18. Level of achievement in this job
a) Higher
नौकरी में उपलब्धि का स्तर
अ. बहुत ज्यादा
- b) High
ब. ज्यादा
- c) Low
स. कम
- d) Neutral
द. सामान्य
19. Are you satisfied with the eligibility condition for promotion?
a) To a great extent
क्या आप पदोन्नति की योग्यता की शर्तों से संतुष्ट हैं
अ. पूरी तरह
- b) To some extent
ब. कुछ हद तक
- c) Not at all
स. बिल्कुल नहीं
20. How is your work performance measured?
a) Qualitatively
आपकी कार्य कुशलता का मापदण्ड कैसा है
अ. गुणवत्ता के आधार पर
- b) Quantitatively
ब. मात्रा के आधार पर

21. Which benefit in your organization satisfies or motivates you more, please specify

- a) Monetary, by how much %:
b) Non monetary, by how much %:
c) Dissatisfied.....

संस्था का कौन सा लाभ आपको सबसे ज्यादा संतुष्ट और प्रेरित करता है
अ. आर्थिक संबंधी कितना प्रतिशत
ब. गैर आर्थिक संबंधी कितना प्रतिशत
स. असंतुष्ट

22. How is the provision of grievance handling in your job

- a) Periodically, period: b. Occasionally c. Never

आपके कार्य में शिकायतों को सुलझाने का कैसा प्रावधान है -

अ. समय-समय पर, कितने समय में..... ब. कभी कभार स. कभी नहीं

23. Time you get to spend with your family

- a) More than sufficient b) Sufficient c) Insufficient d) Highly insufficient

परिवार के साथ कितना समय व्यतीत करते हैं

अ. पर्याप्त से ज्यादा ब. पर्याप्त स. अपर्याप्त द. पर्याप्त से कम

Section II

(Please rate as Good, Average or Poor, please tick)

निम्न दलों में अच्छा, औसत एवं खराब पर चिन्ह लगायें

		Good अच्छा	Average औसत	Poor खराब
1.	Career prospects in railway रेलवे में वृद्धि विकास			
2.	Your feelings regarding present job वर्तमान कार्य के दौरान आपकी अनुभूति			
3.	Contents of personnel policies of organization संस्था की कर्मचारी संबंधी नीतियां			
4.	Stretch of working hours कार्य घण्टों का भार			
5.	Compensation अनुकम्पा			
6.	Incentives / fringe benefits / perks प्रोत्साहन /			
7.	House rent allowance मकान भत्ता			
8.	Medical reimbursement चिकित्सीय सुविधा			
9.	Concessional loan facilities छूट युक्त ऋण सुविधा			
10.	Work place (Seating Cooling / heating Drinking water Canteen Wash room) कार्य स्थल (ठण्डक, गर्मी, पीने का पानी, कैण्टीन एवं शौचालय की व्यवस्था)			

11	Working conditions(Illumination Equipments, tools and machinery) कार्य स्थिति (प्रकाश उपस्कर, औजार एवं मशीनरी)			
12	Safety of employees and personal problems कर्मचारियों की सुरक्षा एवं व्यक्तिगत समस्याएँ			
13	Response to your queries and needs आपके प्रश्नों एवं आवश्यकताओं के प्रति दृष्टिकोण			
14	Relation with your :- निम्न के साथ आपके संबंध -			
	a) Colleagues साथी			
	b) Subordinates अधीनस्थ			
	c) Superiors पर्यवेक्षक			
15	Communication about all rules and benefits नियम एवं लाभों की सूचना			
16	Promotion policies पदोन्नति संबंधी नीतियाँ			
17	Transfer policies स्थानांतरण नीतियाँ			
18	Disciplinary action अनुशासनात्मक कार्यवाही			
19	Use of effective employee skill कर्मचारी की कुशलता का उचित उपयोग			

Section III

(Please tick, please specify as A, B, C, D, E, where)

कृपया चिन्ह लगायें

(A = Always कितना प्रतिशत

D = rarely दुर्लभ

B = Frequently बारंबार

E = Never कभी नहीं)

C = Sometimes यदाकदा

		A	B	C	D	E
1.	Is there always balance between authority and responsibility क्या हमेशा अधिकार एवं दायित्व का संतुलन रहता है					
2.	Do the individuals have clear, achievable goals and standards for their positions क्या कर्मचारियों को अपनी स्थिति के अनुसार सही अथवा प्राप्तीय उद्देश्य दिये गये हैं					
3.	Does the organisation have a consistent, timely and fair method for evaluating individual performance\ क्या संस्था व्यक्तिगत कार्यकुशलता मूल्यांकन हेतु समायोजित व विश्वसनीय विधि का प्रयोग करती है					
4.	For promotions, the CR is to be filled by supervisors. Are the bases of judgment fair & known to the employees पदोन्नति के लिये पर्यवेक्षक द्वारा गोपनीय रिपोर्ट को भरने का आधार उचित व न्यायपूर्ण एवं कर्मचारियों को ज्ञात होता है					
5.	Does CR serve as a source of motivator क्या गोपनीय रिपोर्ट प्रोत्साहन का कार्य करती है					

		A	B	C	D	E
6.	Is there always balance between authority and responsibility क्या हमेशा अधिकार एवं दायित्व का संतुलन रहता है					
7.	Do the individuals have clear, achievable goals and standards for their positions क्या कर्मचारियों को अपनी स्थिति के अनुसार सही अथवा प्राप्तीय उद्देश्य दिये गये हैं					
8.	Does the organisation have a consistent, timely and fair method for evaluating individual performance क्या संस्था व्यक्तिगत कार्यकुशलता मूल्यांकन हेतु समायोजित व विश्वसनीय विधि का प्रयोग करती है					
9.	For promotions, the CR is to be filled by supervisors. Are the bases of judgment fair & known to the employees पदोन्नति के लिये पर्यवेक्षक द्वारा गोपनीय रिपोर्ट को भरने का आधार उचित व न्यायपूर्ण एवं कर्मचारियों को ज्ञात होता है					
10.	Does CR serve as a source of motivator क्या गोपनीय रिपोर्ट प्रोत्साहन का कार्य करती है					
11.	Do employees get promoted in your organization within the time-period mentioned in the promotion policy क्या आप समयबद्ध पदोन्नति हेतु योग्यता संबंधी स्थितियों से संतुष्ट है					
12.	Recognition system is fair and consistent मान्यता प्रणाली उचित व समान भाव से कार्य करती है					
13.	Awards and rewards for good works are given to employees अच्छे कार्य के लिये कर्मचारियों को पुरस्कार एवं पारितोषिक दिये जाते हैं					
14.	Organisation encourages open communication, mutual support & sharing of resources between managers and employees at times when individual is overburdened with work संस्था खुले संचार, आपसी सहयोग, सूचना तथा साधन सहभागिता को प्रोत्साहित करती है जब कर्मचारी अधिक कार्य भार से ग्रस्त होता है					
15.	Organization offer orientation, training, career, development opportunities to employees as motivators संस्था अभिविन्यास, प्रशिक्षण, वृद्धि विकास अवसरों से कर्मचारियों को प्रोत्साहित करती है					
16.	Organization promotes quality, innovation and safe work place संस्था गुणवत्ता, नवाचार व सुरक्षित कार्य स्थल को प्रोत्साहन देती है					
17.	Does the organization make any efforts to inculcate a sense of belongingness amongst employees toward the organization क्या संस्था अपने कर्मचारियों को कार्य स्थल से जुड़ने के लिये प्रयास करती है					
18.	Does organization believe in bringing out problems in open for solving them effectively क्या संस्था समस्याओं के अवलोकन व उनको सुलझाने का प्रयास करती है					

19	Policies on disciplinary action stresses on positive aspect of discipline अनुशासन नीतियों से जुड़ी कार्यवाही अनुशासन पर अच्छा प्रभाव डालती है ।					
20	Does the organization offers any fringe benefit to its employees to avoid dissatisfaction among them क्या संस्था कर्मचारियों की असंतुष्टता को दूर करने के लिये लाभ के अवसर प्रदान करती है					
21	Work load कार्य भार					
22	Supervisors listens to teammates ideas, view points, opinions and suggestions पर्यवेक्षक अपने समूह के सदस्यों के विचार, राय, सुझावों को ध्यानपूर्वक सुनते हैं					
23	You feel free to discuss work related problem with your boss क्या आप अपने अधिकारी से कार्य संबंधी समस्याओं को स्वतंत्रतापूर्वक व्यक्त कर सकते हैं					
24	Supervisors act effectively and efficiently as leaders/trainers/coach पर्यवेक्षक एक कुशल नेता / मार्गदर्शक / शिक्षक के रूप में कार्य करता है					
25	Do the individuals perceive that they have ownership of their work क्या कर्मचारी को अपने कार्य का स्वामित्व प्राप्त होता है					
26	You are involved in the decision making process within the jurisdiction of your authority by superior संस्था आपके अधिकारों की सीमा में आपको निर्णय प्रक्रिया में शामिल करती है					
27	Stress at work कार्य पर तनाव					

Section IV

On the basis of your satisfaction in Job please tick following factors in appropriate box according to the classification

कृपया निम्न घटकों पर अपनी कार्य संतुष्टता के वर्गीकरण के आधार पर निशान लगायें

	Factors	0-20%	21-40%	41-60%	61-80%	81-100%
	Task significance कार्य की महत्ता					
	Interest कार्य में रुचि					
3.	Involvement कार्य में सहभागिता					
4.	Personal Growth व्यक्तिगत उन्नति					
5.	Career Progression वृत्ति विकास					
6.	Autonomy स्वायत्तता					
7.	Flexibility लचीलापन					
8.	Achievement उपलब्धि					
9.	Recognition पहचान					
10.	Affiliation संबंधन					
11.	Power अधिकार					
12.	Status प्रतिष्ठा					
13.	Competition प्रतियोगिता					
14.	Fear of Failure असफलता का डर					
15.	Material Reward सामग्री प्रतिफल					
16.	Skill variety कुशलता की विविधता					
17.	Personal Principles व्यक्तिगत सिद्धान्त					
18.	Ethics practiced in organization संस्था में सदाचार का प्रयोग					
19.	Ease & Security सहजता एवं सुरक्षा					

In railway, factor which satisfies and motivates you the most.....
रेलवे में कौन से कारण हैं, जो आपको सबसे ज्यादा संतुष्ट एवं प्रेरित करते हैं

In railway, factor that dissatisfies and demotivates you the most.....

Suggestion, if any.....

रेलवे में कौन से कारण हैं, जो आपको सबसे ज्यादा असंतुष्ट एवं हतोत्साहित करते हैं

यदि कोई सुझाव

In order of your importance, kindly rank the following benefits, which motivate and satisfies you the most, being in railway.

रेलवे में आप आपनी महत्वता के अनुसार नीचे दिये गये लाभों को क्रमानुसार करें, जिससे कि आप उत्साहित एवं संतुष्ट होते हैं

Medical benefit

चिकित्सीय सुविधा

Compassionate appointment

अनुकम्पा नियुक्ति

Pass benefit

पास सुविधा

Housing benefit

आवासीय सुविधा

Staff welfare fund / recreation

कर्मचारी कल्याण निधि / मनोरंजन

Loans/advances/allowances/bonus

ऋण/अग्रिम/भत्ते/बोनस

